

# Office of Human Resources Performance Plan

---

Joseph Adler, Director  
July 15, 2008

# CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

- **Welcome and Introductions**
- **Follow-up items from May 16 meeting**
- **OHR At-A-Glance**
- **Saving Plan**
- **Hiring Freeze**
- **Headline Measures**
- **Concept Mapping**
  - Clusters with Related Measures
  - Clusters without Related Measures
- **Wrap-up**



## Follow-Up from May 16<sup>th</sup> Meeting

- **Develop a 3-month, 6-month, and 9-month evaluation tool for managers to use for probationary employees.**

**Status: Completed**

- Tool is developed and will be provided to managers as an additional way to critically assess probationary employees

- **Define what managers should know about informal discipline and provide definitions of the elements of informal discipline.**

**Status: Completed**

- OHR recommends that all managers must be advised of the techniques available to manage performance and address conduct prior to formal discipline.
- Best practices will be incorporated into basic labor relations training course required for all managers



# Follow-Up from May 16<sup>th</sup> Meeting

- **Review training requirements for managers. Determine additional training that should be included and identify opportunities to provide that training.**

**Status:** Completed

- OHR revised the basic labor relations training course to better ensure managers' access to basic tools for effective supervision
- OHR will institute quarterly labor relations work group meetings for HR liaisons within departments

- **Determine the feasibility of conducting focus groups with managers.**

**Status:** Completed

- OHR will conduct at least 2 focus group sessions for all interested managers to discuss managing in a union environment, and formal discipline

- **Determine the feasibility of detailing OHR employees to other departments in a matrix configuration.**

**Status:** Completed

- To accomplish this, the department would have to modify staffing through the addition of 4 positions to the labor/employee relations team
- This could free up employees who currently perform these functions in participating departments



# Agenda

- Welcome and Introductions
- Follow-up items from May 16 meeting
- **OHR At-A-Glance**
- Saving Plan
- Hiring Freeze
- Headline Measures
- **Concept Mapping**
  - Clusters with Related Measures
  - Clusters without Related Measures
- **Wrap-up**



# OHR's Contribution to Montgomery Results

- **A Responsive and Accountable County Government**
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for all of Our Residents



# OHR At-A-Glance

What OHR Does and for Whom	How Much
<p><b><u>Overall</u></b></p> <p>The mission of the Office of Human Resources is to provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high performing, and well qualified workforce.</p>	<p><b>FY09 Budget:</b> \$ 9.5 million (General Fund) EE Health Benefits Self-Insurance Fund (11.01 WYs; Budget; \$162.2 million)</p> <p><b>Number of Employees:</b> 84 [Work Years = 46.6]</p>
<p><b><u>Management Services</u></b></p> <p>Recruit and hire permanent and temporary employees. Review and evaluate the duties and responsibilities of individual positions and occupational classes. Ensure that employees are accurately and appropriately compensated. Negotiate Collective bargaining agreements on behalf of the County Executive.</p>	<ul style="list-style-type: none"> <li>▪\$4.2 million</li> <li>▪19.5 work years (WYs)</li> </ul> <p>(Includes Employee/Labor Relations, Recruitment and Selection, and Classification and Compensation)</p> <p><i>Management Services as a unit has been disbanded; its 3 units now report directly to the Director</i></p>
<p><b><u>Benefits and Information Management</u></b></p> <p>Manage the County's group insurance and retirement benefit programs. Provide management and oversight to the department's information technology initiatives.</p>	<ul style="list-style-type: none"> <li>▪\$161.8 million</li> <li>▪10.3 work years (WYs)</li> </ul>
<p><b><u>Training and Organizational Development</u></b></p> <p>Administer a centralized workforce development program that recognizes employee's contributions, develops leadership competencies and facilitates professional and personal development.</p>	<ul style="list-style-type: none"> <li>▪\$1.7 million</li> <li>▪7.0 work years (WYs)</li> </ul>





# OHR At-A-Glance

What OHR Does and for Whom	How Much
<p><b><u>Equal Employment Opportunity and Diversity</u></b></p> <p>Provide assistance, guidance and training to employees and managers concerning equal employment and diversity management. Investigate complaints of harassment and discrimination by and against employees.</p>	<ul style="list-style-type: none"> <li>▪ \$ 0.5 million</li> <li>▪ 4.0 work years (WYs)</li> </ul>
<p><b><u>Occupational Medical Services</u></b></p> <p>Provide multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce.</p>	<ul style="list-style-type: none"> <li>▪ \$1.7 million</li> <li>▪ 4.3 work years (WYs)</li> </ul>
<p><b><u>Administrative Services</u></b></p> <p>The Director's Office is responsible for: human resources policy development and planning; the administration of human resources programs; direct the design and implementation of new initiatives to better serve customers and improve organizational performance. Provide management and oversight to records management, financial management of the budget and employee health benefits and retirement funds. Processes personnel actions.</p>	<ul style="list-style-type: none"> <li>▪ \$2.0 million</li> <li>▪ 13.7 work years (WYs)</li> </ul>



# Agenda

- Welcome and Introductions
- Follow-up items from May 16 meeting
- OHR At-A-Glance
- **Saving Plan**
- **Hiring Freeze**
- **Headline Measures**
- **Concept Mapping**
  - Clusters with Related Measures
  - Clusters without Related Measures
- **Wrap-up**



# FY08/09 Savings Plan

**Total FY09 Reduction: \$746,470**

<b><u>Strategy</u></b>	<b><u>Savings</u></b>
<b>Leadership Development</b> Quarterly Leadership Forum – refreshments will not be provided for the four sessions	\$ 4,000
<b>Employee Awards and Recognition</b> Montgomery Best Honor Awards Program Length of Service Ceremony	\$19,000
<b>Workforce Planning</b> Take Our Children to Work	\$2,500
<b>Reduce Diversity Day expenses</b>	\$1,000
<b>Personnel cost from General Fund to Employee Health Benefits Self-Insurance Fund (Management Services)</b>	\$30,000
<b>Personnel cost from General Fund to Employee Health Benefits Self-Insurance Fund (Administration)</b>	\$21,000
<b>Abolish Management Services manager position</b>	\$156,000



## **FY08/09 Savings Plan (cont.)**

<b><u>Strategy (cont.)</u></b>	<b><u>Savings</u></b>
<b>Abolish HR Specialist position in staffing</b>	<b>\$97,000</b>
<b>Under-fill HR Specialist III Position at PAI</b>	<b>\$33,000</b>
<b>Require all resumes to be submitted online</b>	<b>\$12,000</b>
<b>Abolish HR Specialist III position in Labor Relations</b>	<b>\$97,000</b>
<b>No longer printing the Total Compensation Statement</b>	<b>\$40,000</b>
<b>Eliminate funding for HCM Interface reporting</b>	<b>\$20,000</b>
<b>Decrease Injured III Police Employees Network contract</b>	<b>\$54,000</b>
<b>Abolish part-time Psychologist position</b>	<b>\$62,970</b>
<b>Abolish Program Manager II in OMS</b>	<b>\$97,000</b>



# FY08/09 Savings Plan

## Impact

- Some OHR events will be scaled back (leadership development, awards programs, Take Our Children to Work)
- Increased workload, shifting responsibilities in some OHR functions
- Increased use of online capabilities
- HCM Interface reporting will be wrapped into the ERP project
- Reduction in some non-essential employee services
- Increased time in responding to customer requests



# FY08 Hiring Freeze

## Impact

Senior Information Technology Specialist	1.0 WY
Office Services Coordinator	1.0 WY
Management Services Manager II	1.0 WY
HR Specialist III (Gain sharing)	1.0 WY
HR Specialist III (Recruitment and Selection)	2.0 WYs
HR Specialist (Labor Relations)	1.0 WY
HR Specialist III (EEO)	1.0 WY
Office Services Coordinator	1.0 WY
Program Manager II	1.0 WY



# FY09 Vacant Positions

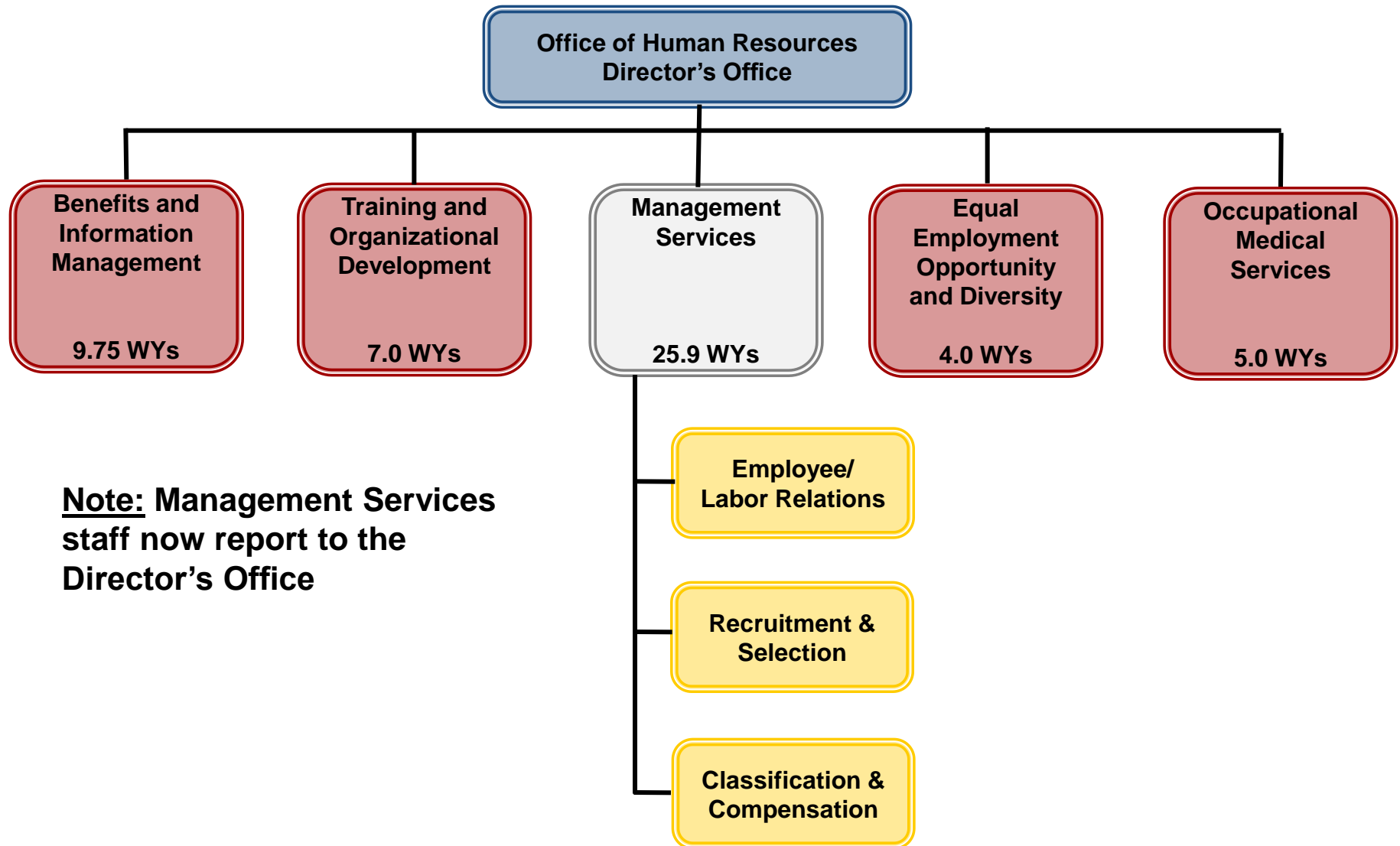
## Impact

Following positions are currently vacant:

Senior Information Technology Specialist (Using contractor instead of filling position)	1.0 WY
HR Specialist III (Gain sharing)	1.0 WY
Office Services Coordinator (OMS) (Using services of temporary staff)	1.0 WY
HR Specialist III (Telework)	0.5 WY
HR Specialist III (Benefits)	1.0 WY



# OHR Organization Structure



**Note:** Management Services staff now report to the Director's Office





# Impact of CE Priorities on OHR

## **Reduction-In-Force (RIF):**

- Entailed 14 departments
- Developed and presented briefings
- Sent RIF notifications and posted over 70 vacancies
- No merit system employees terminated due to RIF

## **Retirement Incentive Plan (RIP):**

- Developed a retirement incentive plan
- Sent RIP notifications to approximately 750 employees
- Conducted 25 group and 152 individual sessions
- Provided individual retirement calculations for 250 people
- Processed 152 checks and distributed their \$25,000 RIP payment
- Exceeded original goal of 100 to 120 retirements
- 152 out of 250 employees completed evaluation- 95% rated the session as above average or excellent



# Agenda

- Welcome and Introductions
- Follow-up items from May 16 meeting
- OHR At-A-Glance
- Saving Plan
- Hiring Freeze
- **Headline Measures**
- **Concept Mapping**
  - Clusters with Related Measures
  - Clusters without Related Measures
- Wrap-up



## Current Headline Measures

1. Employee turnover as a percentage of the total workforce
2. Number of job groups underutilized by minorities
3. Average satisfaction of departments with candidate pool
4. Average satisfaction of separating employees with compensation and benefits
5. Average employee sick leave use
6. Average recruitment time
7. Percentage of employees satisfied with OHR training



## Concept Mapping: Overview

**Preparation:** Develop brainstorming focus and select participants

**Generate Variables:** Collect variables

**Sort Variables:** Participants sort variables into groups

**Representation:** Individual results are combined to create a matrix where the value for any pair of statements indicates how many people placed that pair together

**Interpretation:** Group works together to name each cluster based on the initial concept map

**Utilization:** The resulting cluster map is used to plan and prioritize departmental improvements

**Concept mapping will provide structure and focus to internal discussion on how to improve OHR performance**



# Articulating Performance Measures

- OHR's activities reach a wide audience with varied needs and expectations
- OHR is applying concept mapping as a tool to
  - Test whether its current measures are still relevant
  - Identify areas where performance measurement is missing

**This process will ensure that the best measures to evaluate departmental performance are in place**



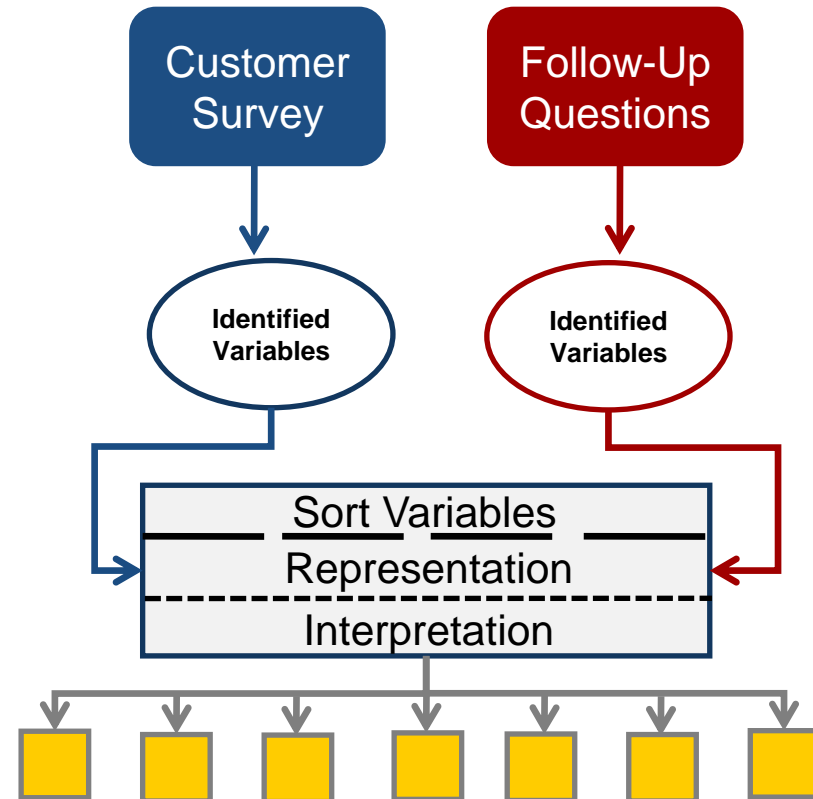
# Generation of Variables

## Variables came from two sources

- An initial Internal Customer Service Satisfaction Survey completed by MLS employees
- A follow-up question posed by OHR to MLS employees and Public Safety management in a separate survey

“Using short phrases or sentences, describe what an effective Human Resource function would provide to your department.”

**Results were collected into a list of 74 variables, duplicates were removed**



**Generating the variables through customer feedback allows OHR to gain the widest view of what it should be doing**



# Human Resources Variables

1. Make hiring and recruitment easier
2. Have an effective new hire orientation
3. Fill vacancies quickly
4. Give more personal attention to employees
5. Ensure process for confidentiality from OHR
6. Provide timely service to County employees and residents
7. Respond consistently to all requests for information from departments
8. Give expert advice on interpretation of the personnel regulations, and other policies
9. Expand recruitment tools to include job recruitment on web sites
10. Understand the business of each department
11. Provide efficient electronic PMP system
12. Promote fair and equal hiring processes
13. Have a PMP system that correctly matches supervisor with direct report
14. Allow for easy access to payroll info
15. Give clear direction when supervisors need to work out problems with subordinates.
16. Create a strong culture of customer service
17. Provide correct answers to questions when asked
18. Provide periodic on-site meetings/work group with departments
19. Offer more customer service training for staff
20. Give expert advice on interpretation of the Union contracts
21. Offer guidance on personnel issues to non-English speaking employees
22. Provide assistance if one or more employees describe a worksite as highly stressful
23. Ensure that ePerform shows correct direct reports for all managers
24. Provide follow up, hands on training on e-performance
25. Offer frequent education sessions to dept. staff
26. Develop creative solutions in the difficult hiring of certain positions
27. Make employee evaluations easy to conduct
28. Allow for effective mediation
29. Share best practices across departments
30. Offer training opportunities
31. Support departments in disciplinary process
32. Understand the department's needs.
33. Recruit actively for bilingual professionals,
34. Notify departments of OHR back up staff
35. Provide more accessible benefits information
36. Support the Dept and management in labor relations issues
37. Have a human face to HR services
38. Allow for reclassification requests to be proceeded and provided more quickly
39. Make improvements to its mechanisms for notifying employees about open enrollment
40. Serve as a role model for exemplary application of management principles
41. Treat customers and co-workers with sensitivity to diverse backgrounds and needs.



# Human Resources Variables (cont.)

42. Be proactive by anticipating potential problems
43. Be a role model for following the HR rules
44. Construct career ladders which help transition administrative staff into professional positions
45. Better recognition of staff efforts
46. Better processes and procedures that help in the retention of employees
47. Update Human Resources Policies regularly to be consistent with best practices nationally
48. Allow for input with a broad perspective into HR policies and procedures
49. OHR should have better plan to eliminate problems caused by turnover
50. Ensure that OHR staff is not overworked
51. Make improvements to its mechanisms for notifying employees about flex benefits
52. PAF needs improvement
53. Pay schedule needs improvement
54. Provide firm guiding interpretation on rules and regulations
55. Ensure that entire OHR staff is familiar with entire HR operations
56. Provide better system for screening applicants
57. Hiring process should improve timeframes to hire an individual
58. Peopleclick needs improvement
59. Make improvements to its mechanisms for notifying employees about the status of their accounts
60. Policy understanding needs to be exercised across department for clear and correct answers
61. OHR should have a more experienced staff available
62. Ensure that all calls are returned
63. Provide quicker live help
64. EEO needs to be more responsive
65. Be more responsive to requests
66. Provide better guidance when moving through OHR processes
67. Be nicer to County individuals and customers
68. Provide prompt processing of new hires
69. Assist departments in preparation of memos and letters sent to employees
70. Guide departments when creating position descriptions
71. Allow for easy access to training information
72. Offer more training for managers and supervisors
73. Identify options to maintain healthy and safe work environments
74. Effectively negotiate new hire salaries





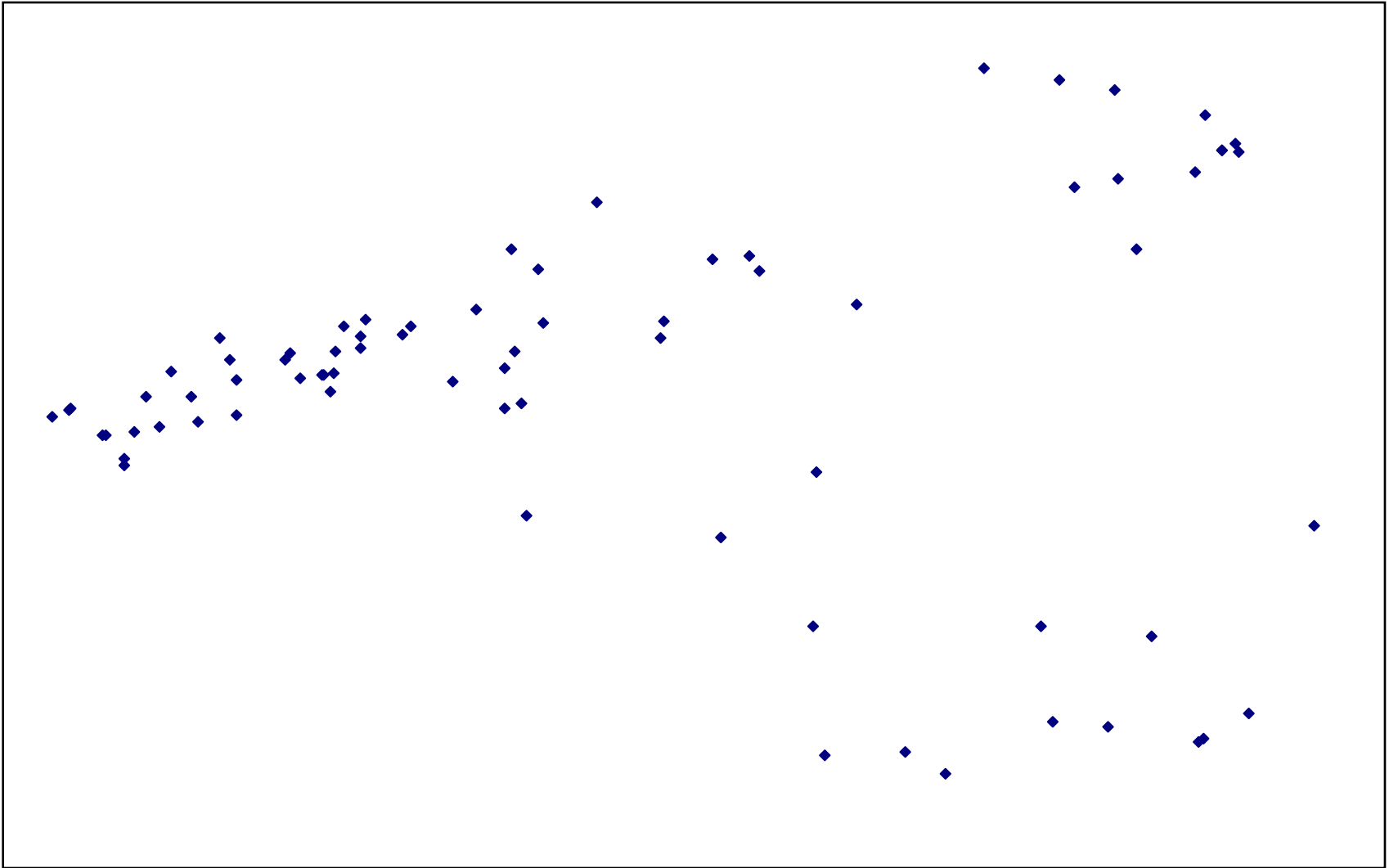
# Sorting, Representation and Interpretation

- OHR selected individuals from its own department, CEX, and several department heads. Each individually sorted variables into groups in a way that made sense to them
  - 11 participants
- CountyStat developed a matrix based on individually sorted variables to indicate the relative similarity between them
  - High value indicates conceptual similarity
  - Matrix was mapped to show where variables cluster
  - The initial map was interpreted by drawing boundaries around clusters and naming each based on included variables
- OHR staff then rated each variable on the basis of importance to the department's mission and feasibility to implement
  - CountyStat mapped each cluster on an x-y axis to determine which variables were considered both highly important and feasible

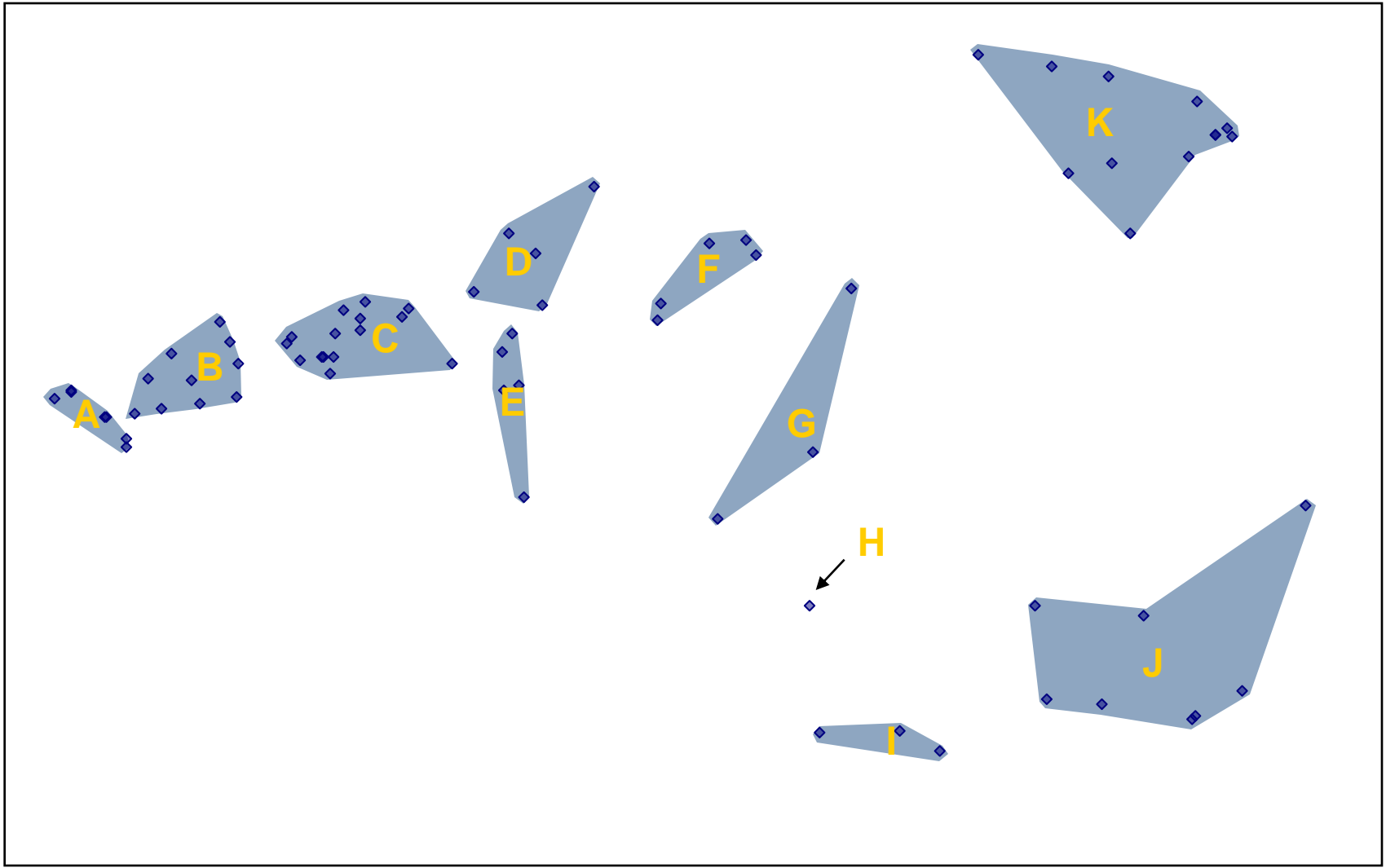
**The end result is a list of variables that OHR staff feels is important and attainable, grouped by their similarity. This can be used to target improvement efforts**



# Initial Concept Map of Human Resources Variables



# Concept Map of Human Resources Variables, With Identified Clusters



## Current Headline Measures

1. Employee turnover as a percentage of the total workforce
2. Number of job groups underutilized by minorities
3. Average satisfaction of departments with candidate pool
4. Average satisfaction of separating employees with compensation and benefits
5. Average employee sick leave use
6. Average recruitment time
7. Percentage of employees satisfied with OHR training



# Clusters and Related Headline Measures

Cluster #	Name	Related Measure
A	General Customer Service	No current related measure
B	Relationship with Departments	No current related measure
C	Internal Work Processes	No current related measure
D	Health and Work Environment	Measure 5: Average Employee Sick Leave Use
E	Guidance and Best Practices	No current related measure
F	Training	Measure 7: Percentage of employees satisfied with OHR training
G	Retention	Measure 1: Employee turnover as a percentage of the total workforce Measure 4: Percentage of separating employees satisfied with compensation and benefits
H	Negotiating New Hire Salaries	No current related measure
I	Diversity and Hiring	Measure 2: Number of job groups underutilized by minorities
J	Hiring Practices	Measure 3: Average satisfaction of departments with candidate pool Measure 6: Average recruitment time
K	Technical Issues	No current related measure



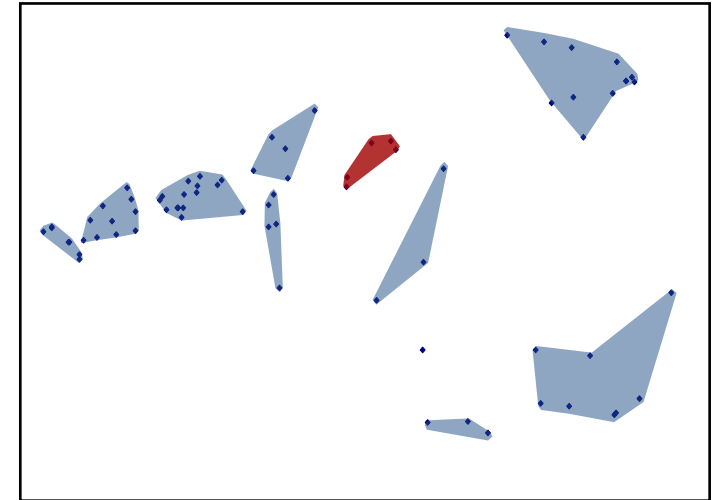
# Agenda

- Welcome and Introductions
- Follow-up items from May 16 meeting
- OHR At-A-Glance
- Saving Plan
- Hiring Freeze
- Headline Measures
- **Concept Mapping: Clusters with Related Measures**
  - Cluster D/Measure 5
  - Cluster F/Measure 7
  - Cluster G/Measures 1 and 4
  - Cluster J/Measures 6 and 3
- Wrap-up



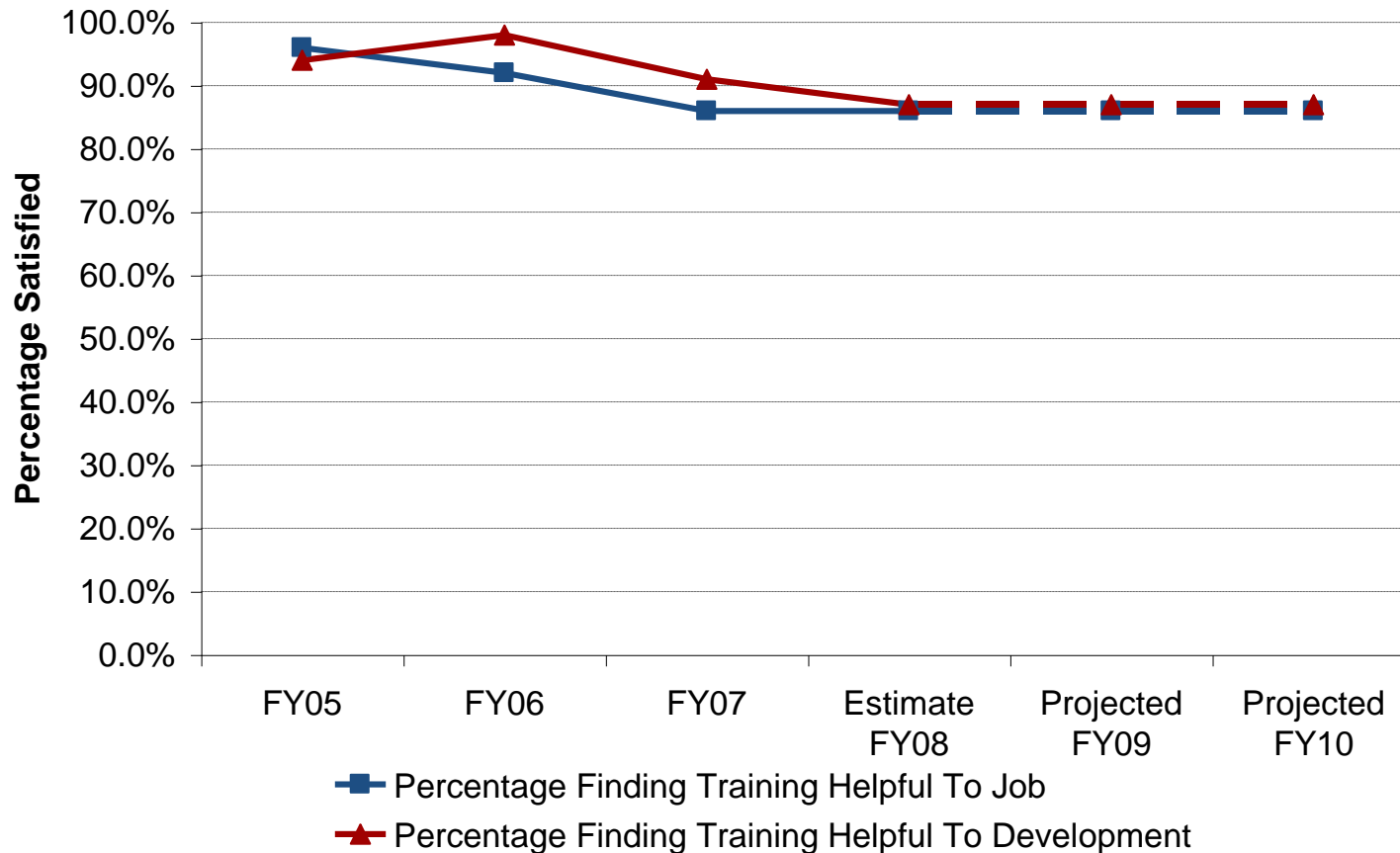
## Cluster F: Training

Variable #	Description
25	Offer frequent education sessions to dept. staff
30	Offer training opportunities
44	Construct career ladders which help transition administrative staff into professional positions
45	Better recognition of staff efforts
72	Offer more training for managers and supervisors



 = High importance and high feasibility

## Measure 7: Percentage of Employees Satisfied with OHR Training (Under Construction)



**Employees evaluate OHR trainings via online survey two months after training completion**





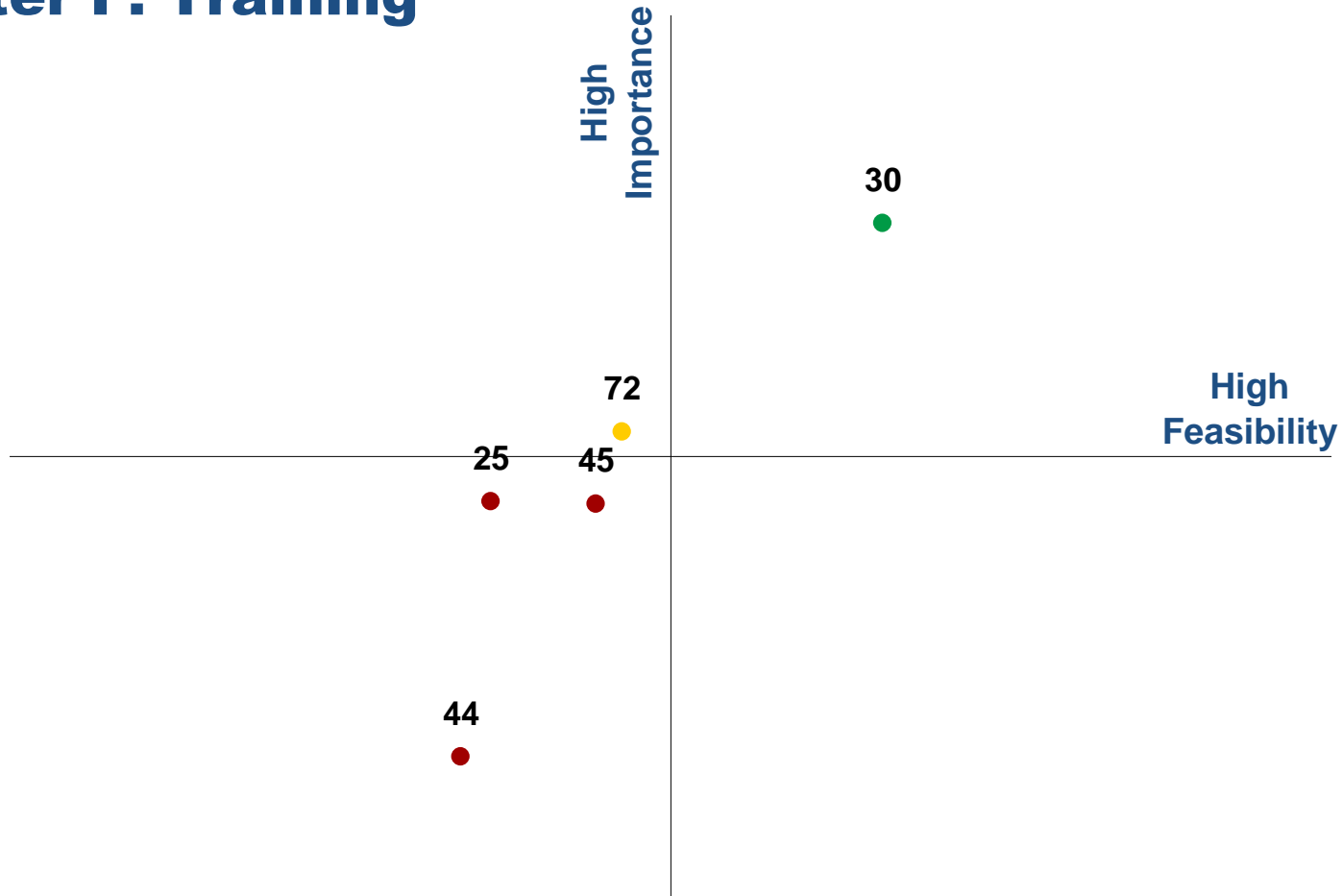
## **Measure 7: Percentage of Employees Satisfied with OHR Training (Under Construction)**

- **OHR will maintain the online survey mechanism, but will expand it to include**
  - Measuring the training's relevance and usefulness to employees
  - Surveying employees who do not sign up for training

**These changes will increase the usefulness of training evaluation data in addressing the most highly rated variables in this cluster**



## Cluster F: Training

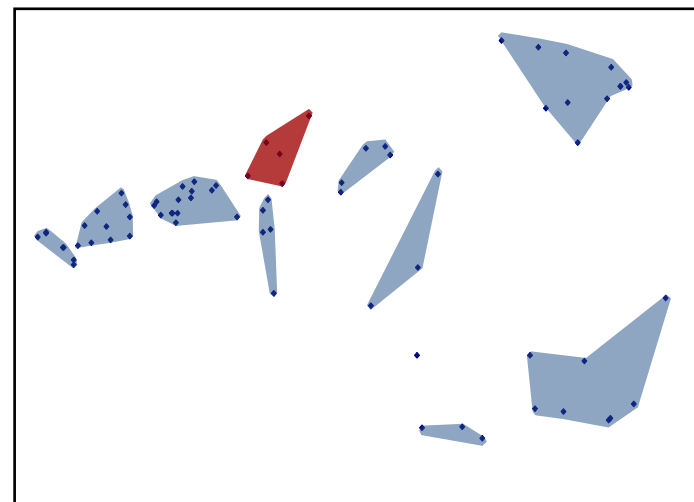


Each variable was rated in terms of importance to OHR's mission and feasibility to implement. They were then mapped in the original clusters



## Cluster D: Health and Work Environment

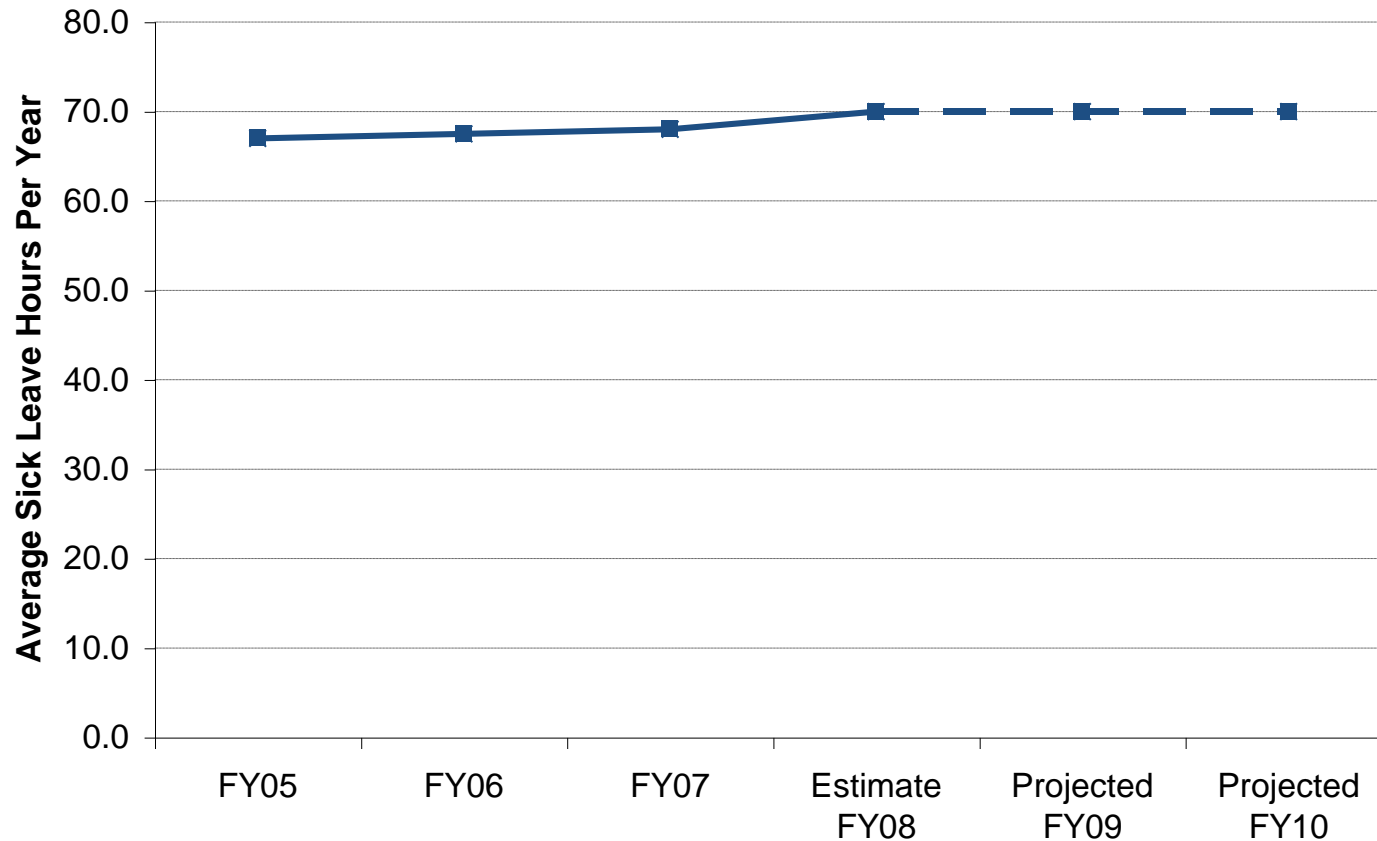
Variable #	Description
21	Offer guidance on personnel issues to non-English speaking employees
22	Provide assistance if one or more employees describe a worksite as highly stressful
50	Ensure that OHR staff is not overworked
38	Allow for reclassification requests to be processed and provided more quickly
73	Identify options to maintain healthy and safe work environments



 = High importance and high feasibility



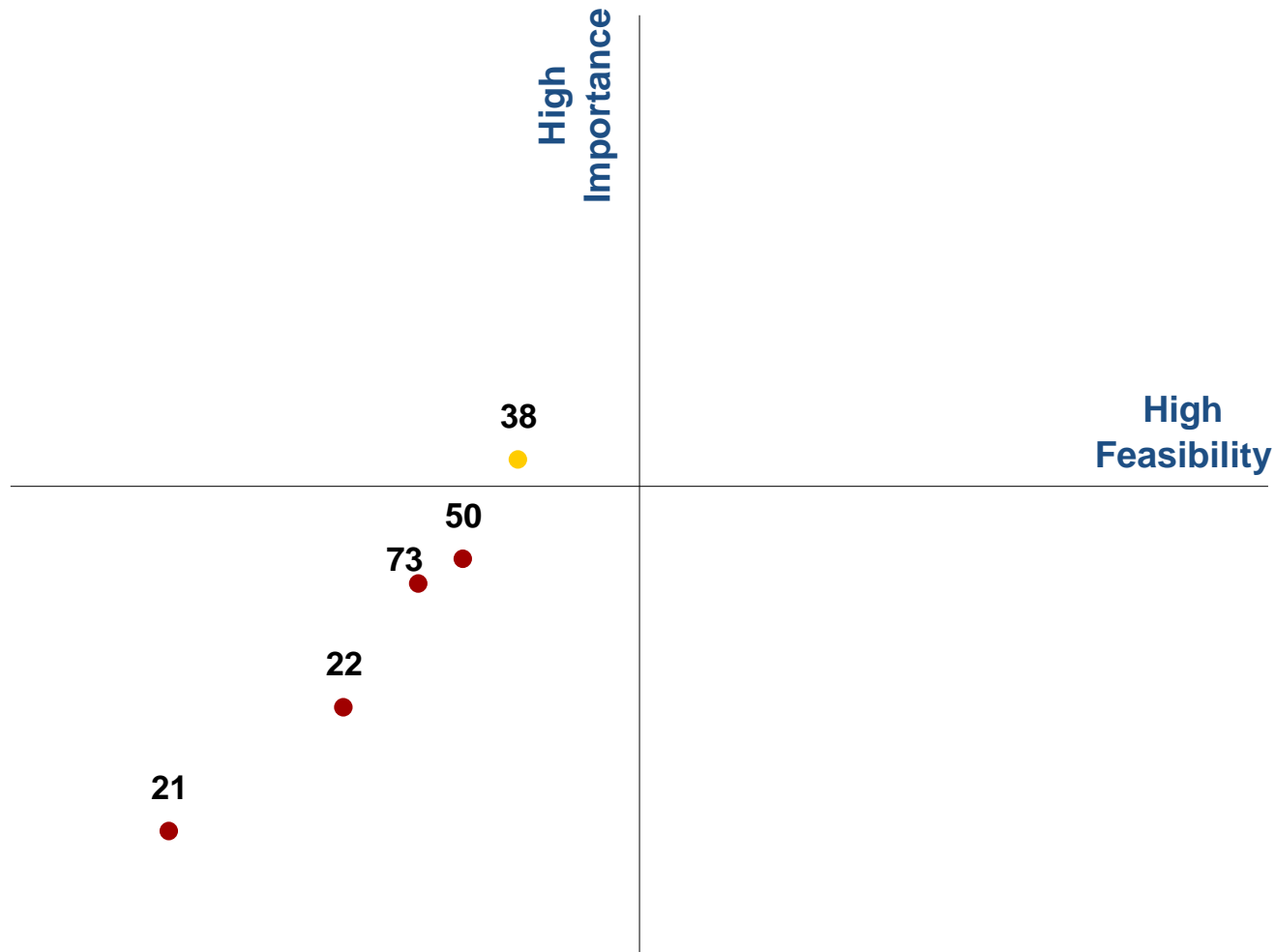
## Measure 5: Average Employee Sick Leave Use



**OHR plans to discontinue using this measure because it does not measure the performance of its programs and services**

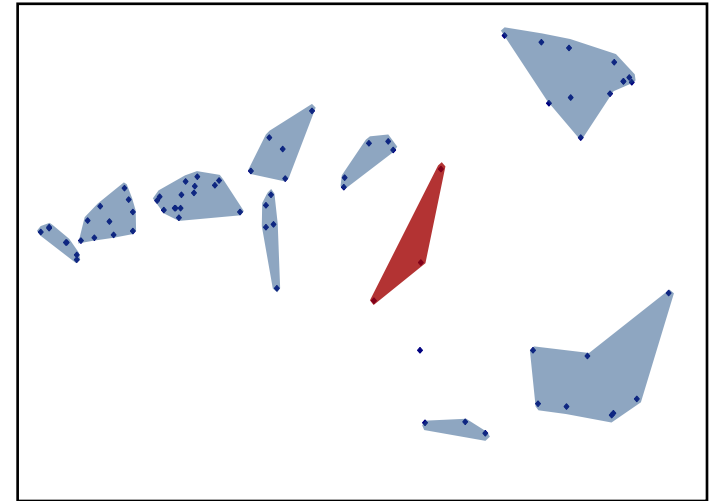


# Cluster D: Health and Work Environment



## Cluster G: Retention

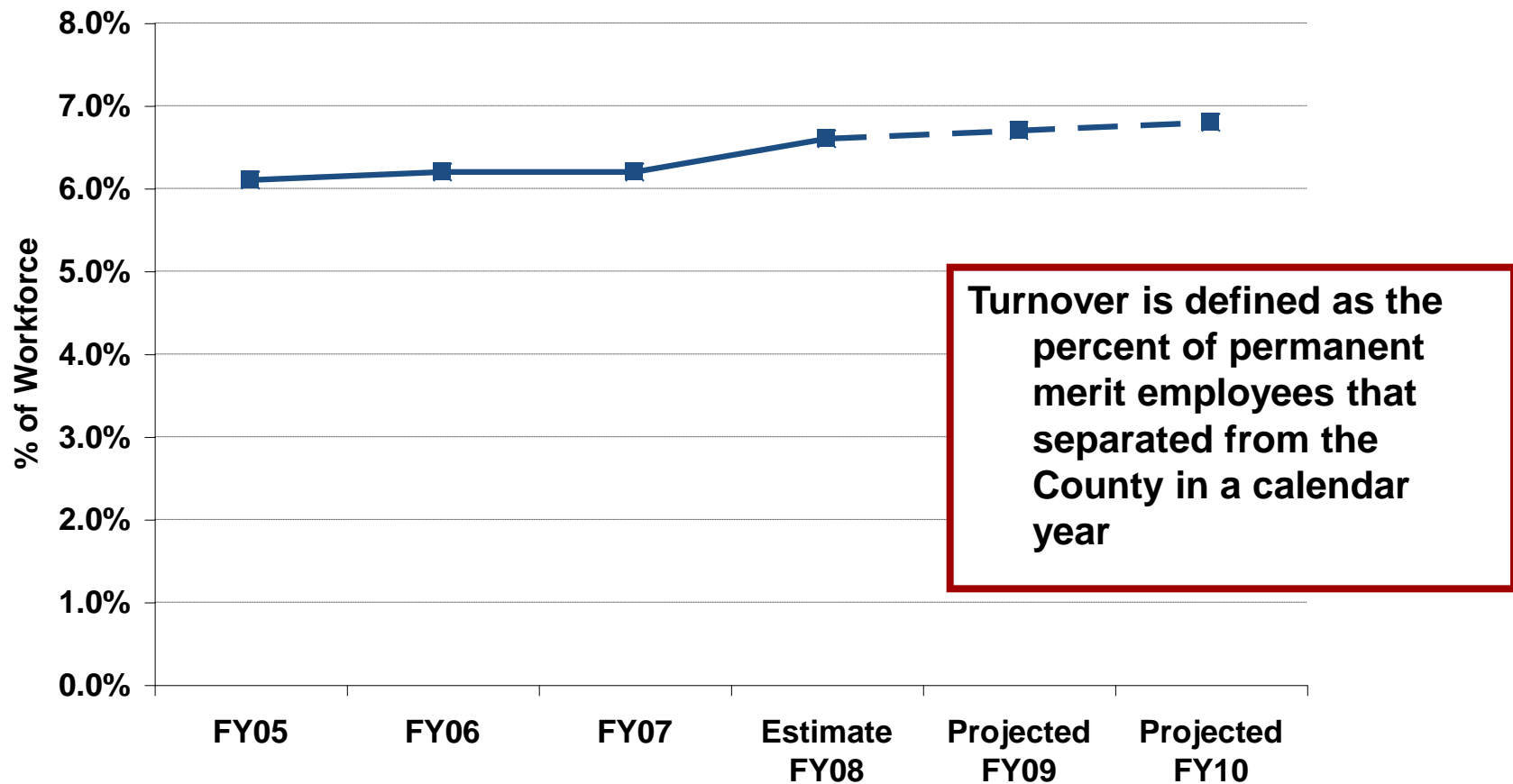
Variable #	Description
46	Better processes and procedures that help in the retention of employees
49	OHR should have better plan to eliminate problems caused by turnover
53	Pay schedule needs improvement



 = High importance and high feasibility



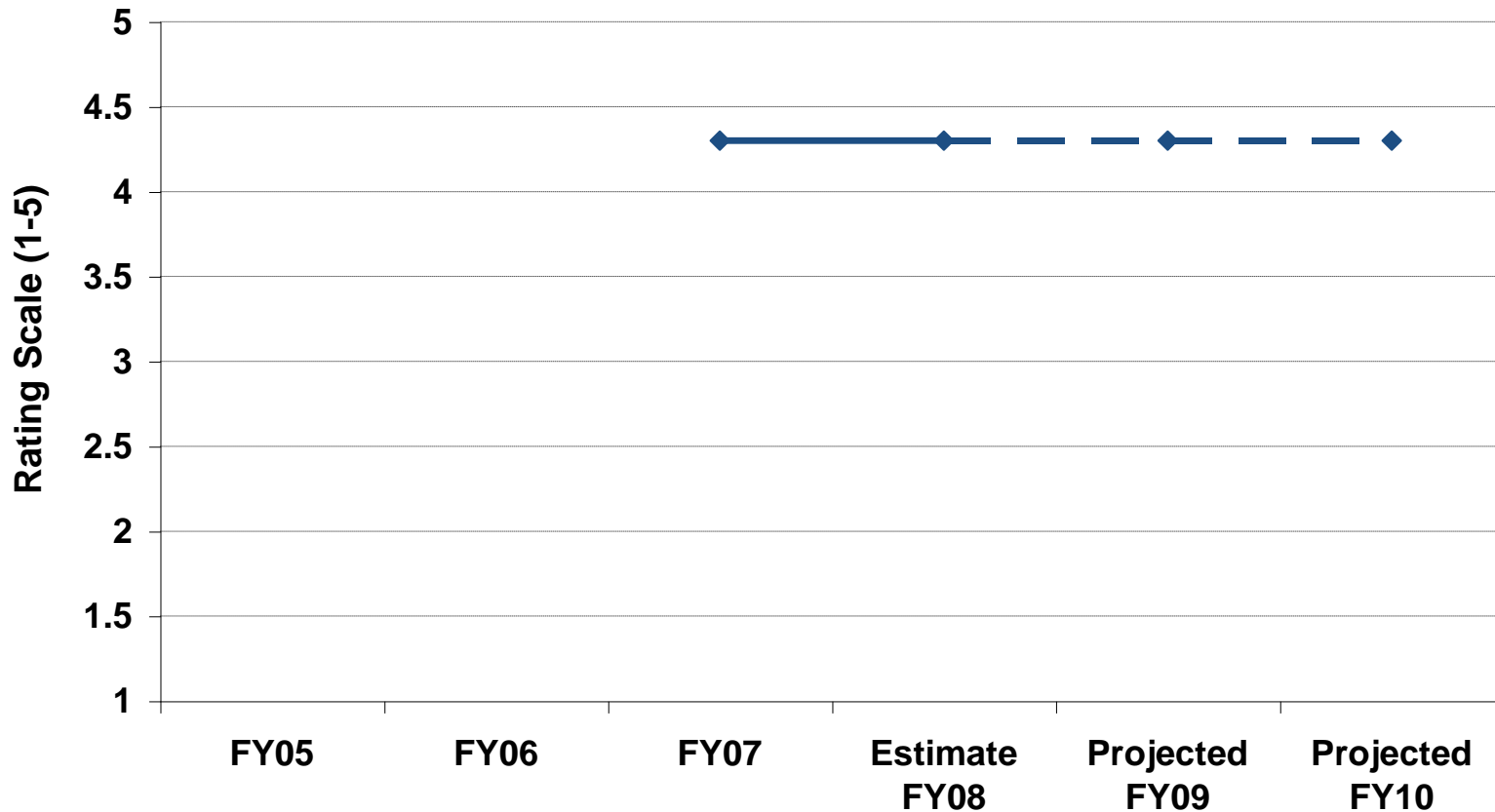
## Measure 1: Employee Turnover as a Percentage of the Total Workforce (Under Construction)



**OHR plans to adjust this measure to include turnover by type of separation**



## Measure 4: Average Satisfaction of Separating Employees with Compensation and Benefits

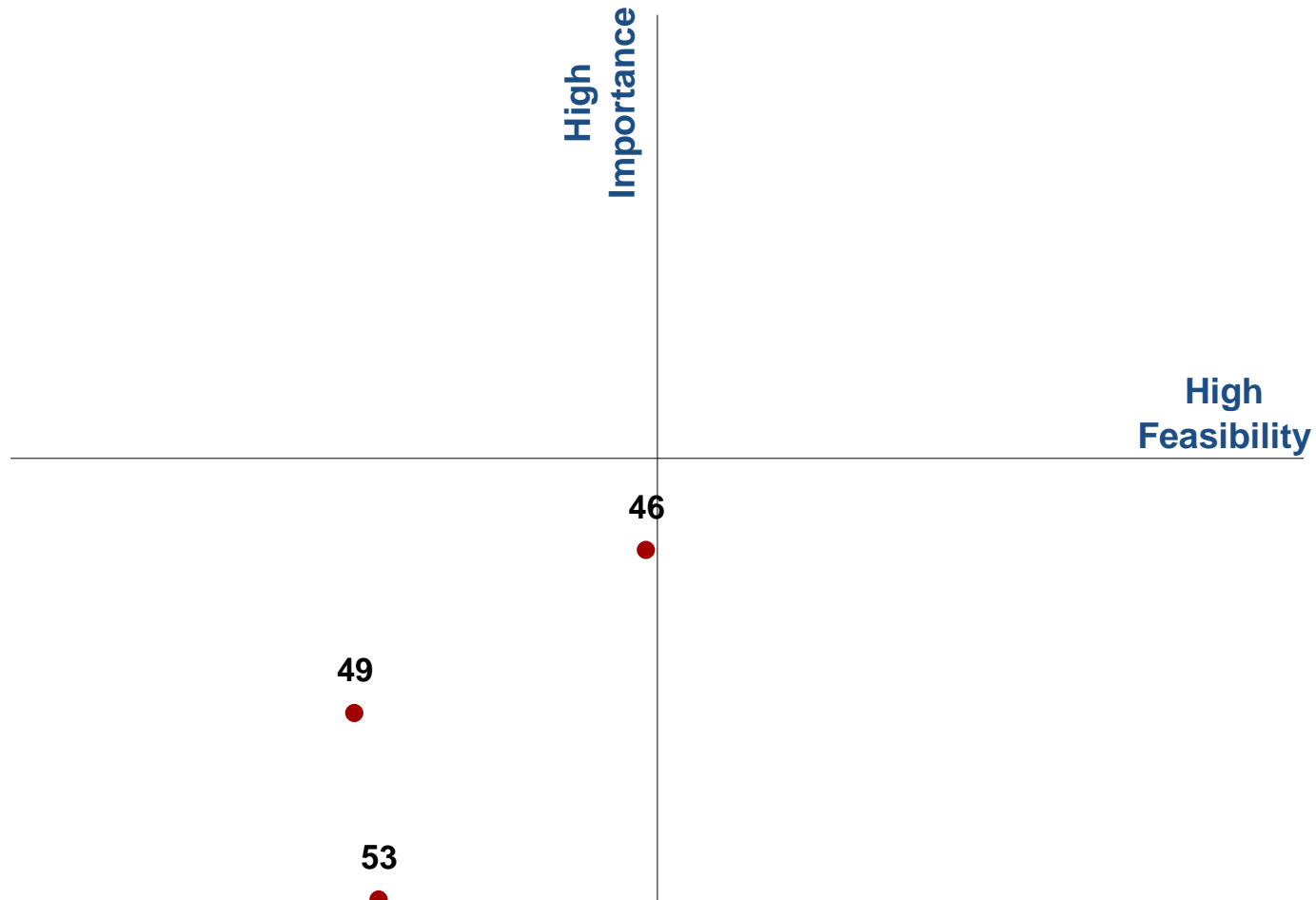


**OHR plans to discontinue using this measure because it does not measure the performance of its programs and services**



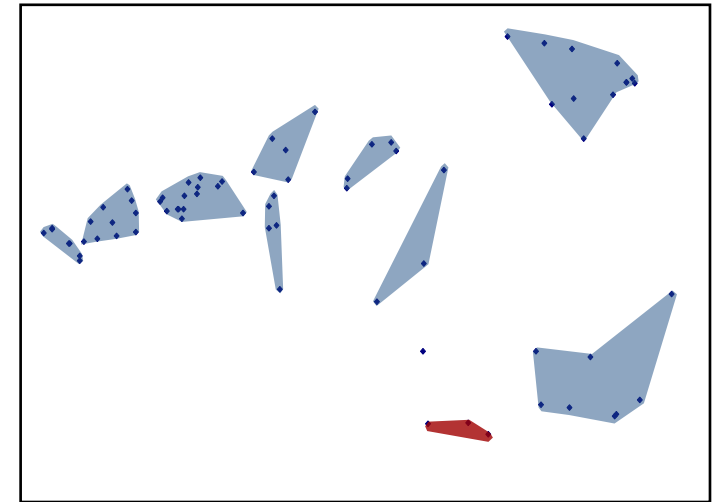


# Cluster G: Retention



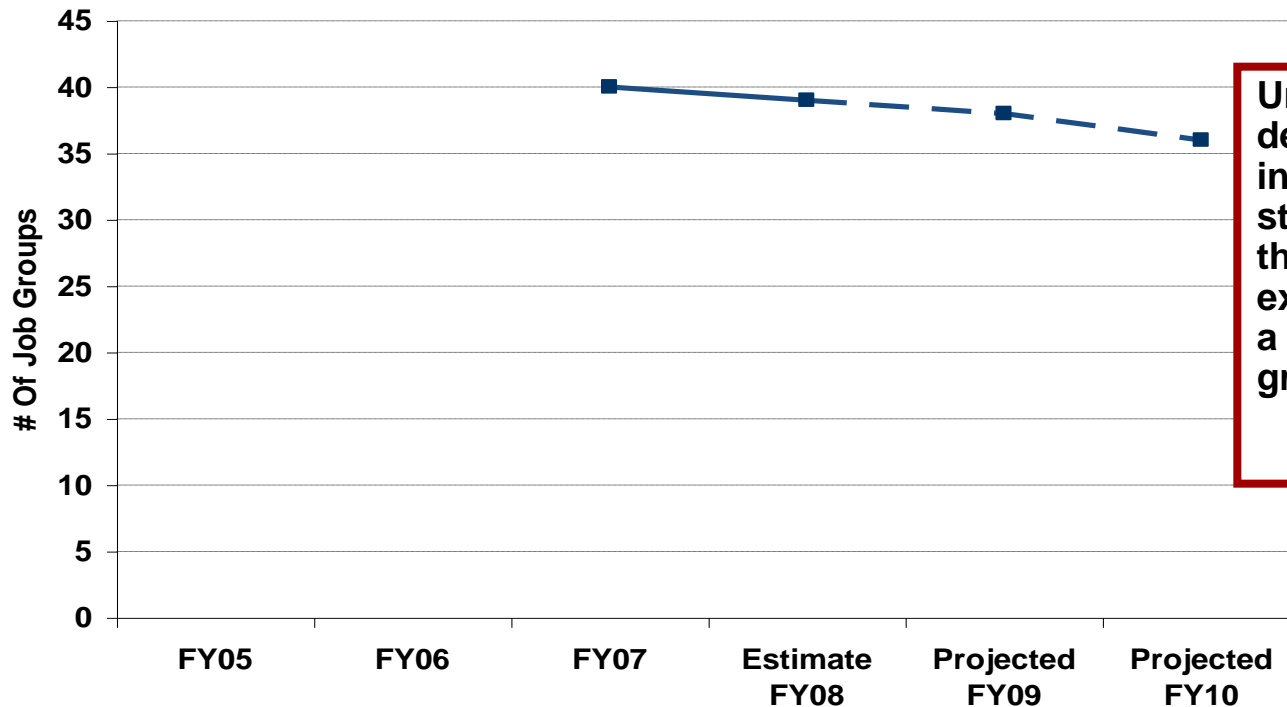
## Cluster I: Diversity and Hiring

Variable #	Description
12	Promote fair and equal hiring processes
26	Develop creative solutions in the difficult hiring of certain positions
33	Recruit actively for bilingual professionals



 = High importance and high feasibility

## Measure 2: Number of Job Groups Underutilized by Minorities (Under Construction)

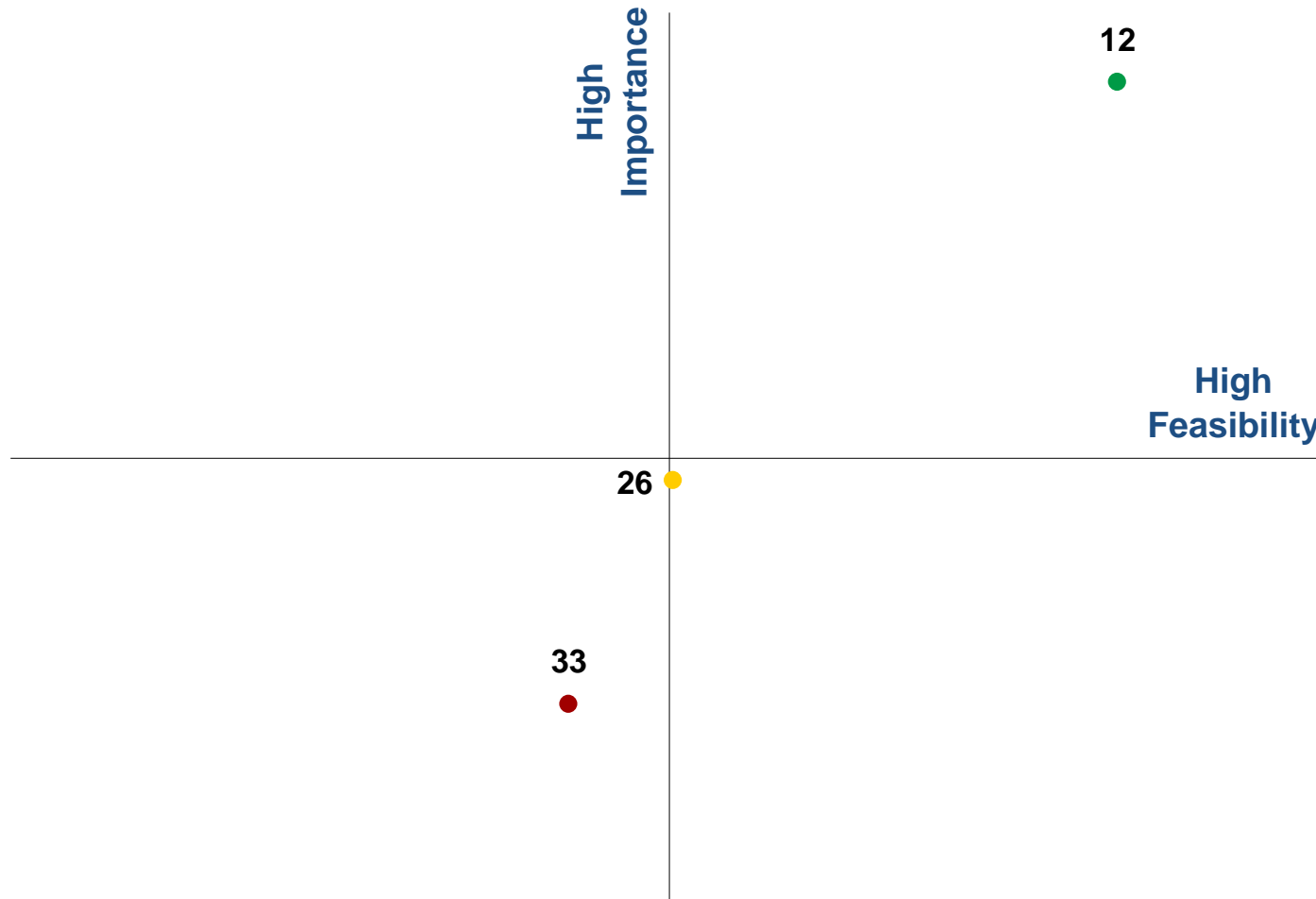


Underutilization is defined as when internal minority staffing is lower than to the surrounding external labor market in a federally defined job group

**OHR plans to replace this measure with something that better demonstrates progress towards the goal of diverse staffing**

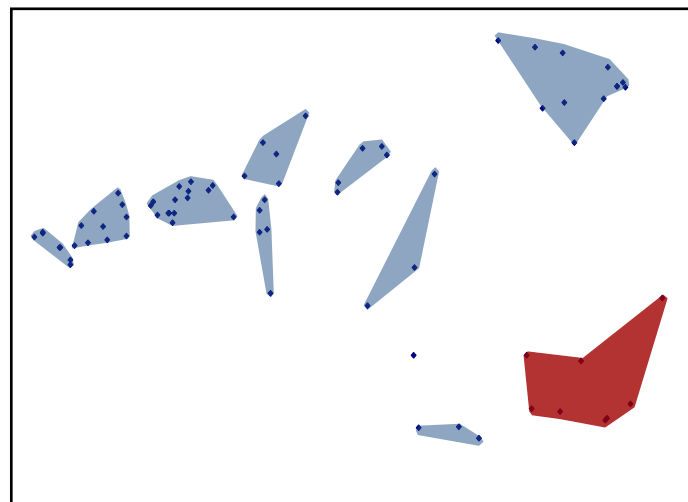



# Cluster I: Diversity and Hiring



## Cluster J: Hiring Process

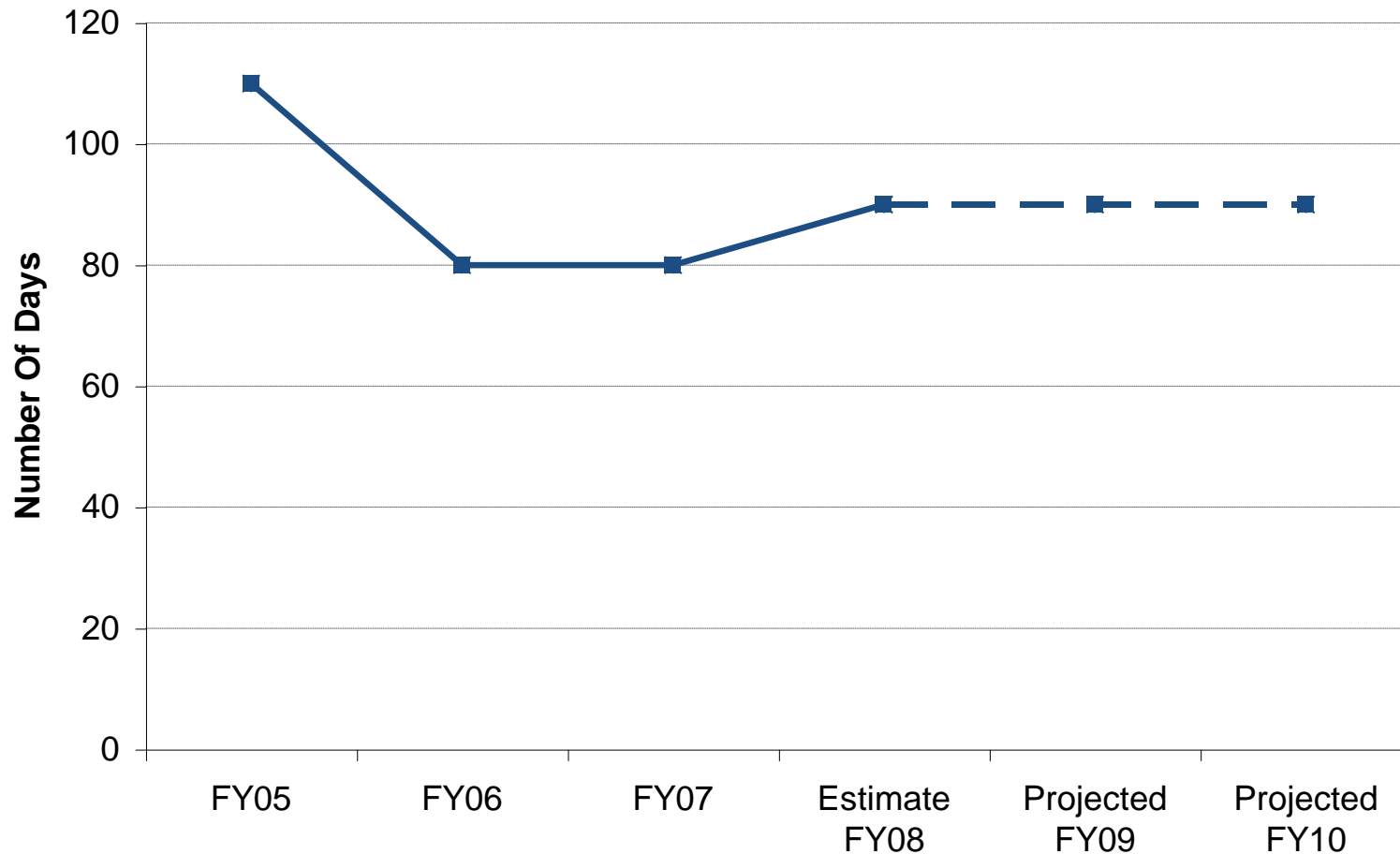
Variable #	Description
1	Make hiring and recruitment easier
2	Have an effective new hire orientation
3	Fill vacancies quickly
9	Expand recruitment tools to include job recruitment on web sites
56	Provide better system for screening applicants
57	Hiring process should improve timeframes to hire an individual
58	Peopleclick needs improvement
68	Provide prompt processing of new hires



 = High importance and high feasibility



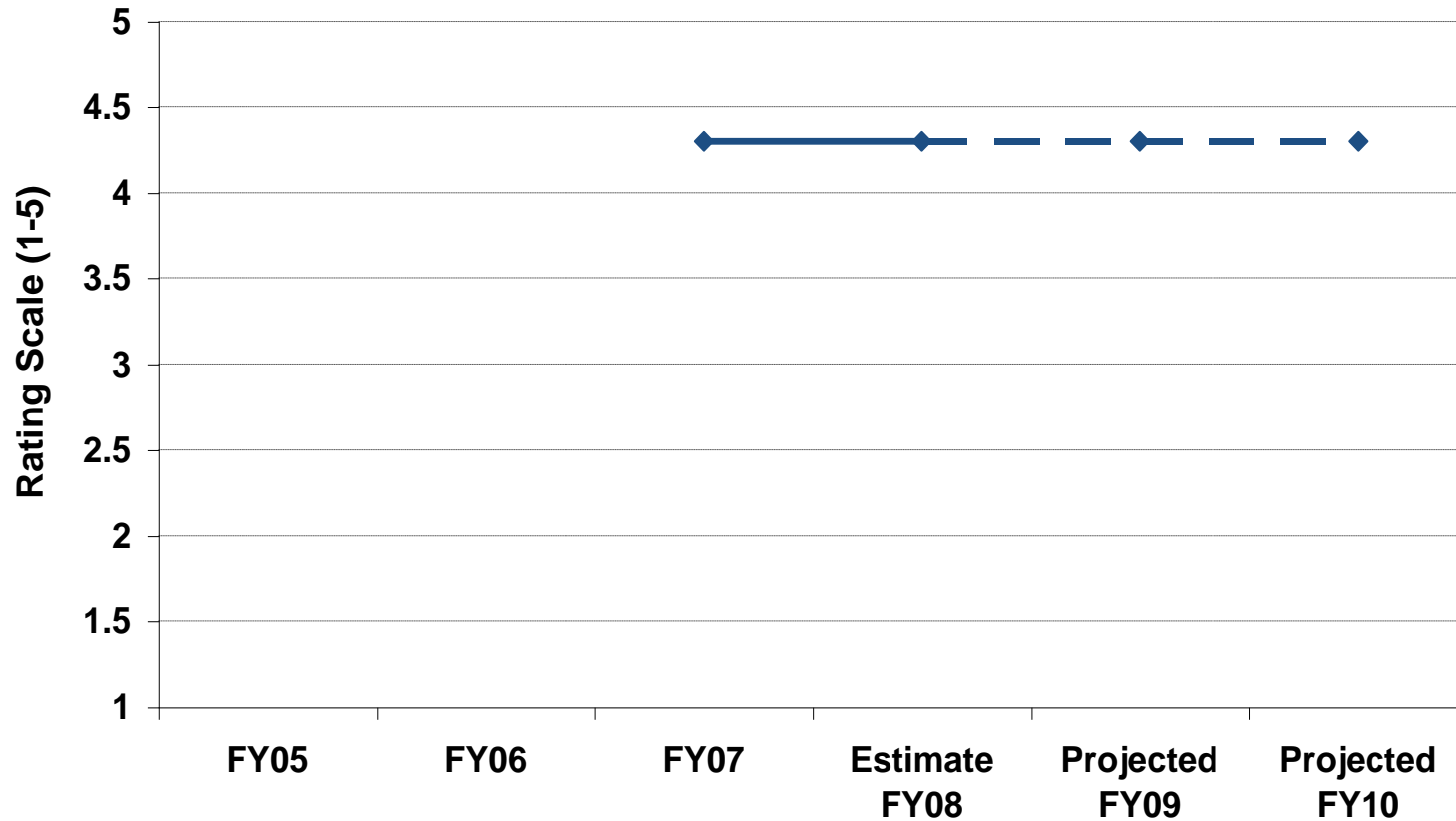
## Measure 6: Average Number of Days to Recruit



**Recruitment time is counted from the date of application to the date of hire through the Peopleclick system**



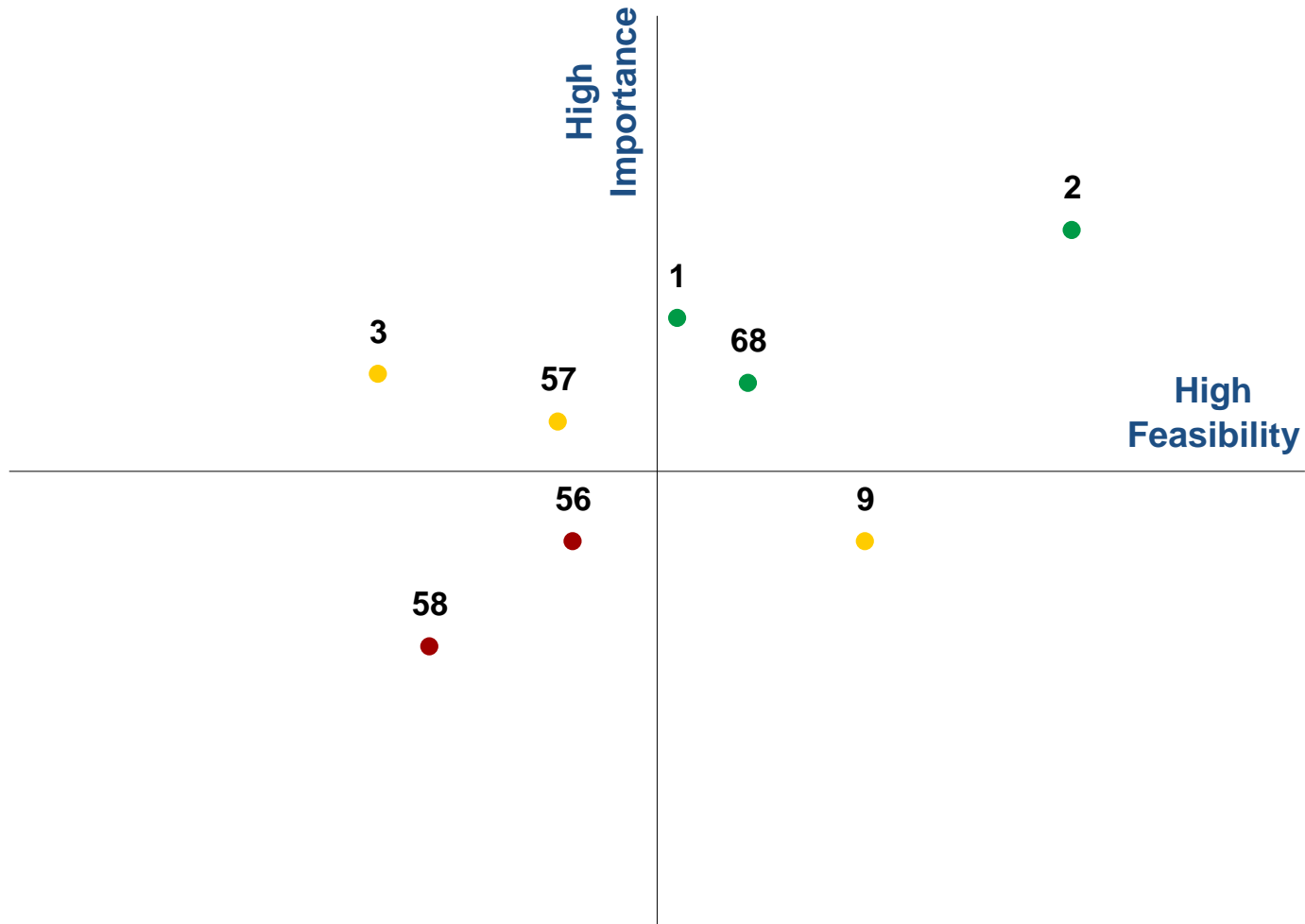
## Measure 3: Average Satisfaction of Departments with Candidate Pool (Under Construction)



**This measure will be revised to get better survey participation from managers**



# Cluster J: Hiring Process





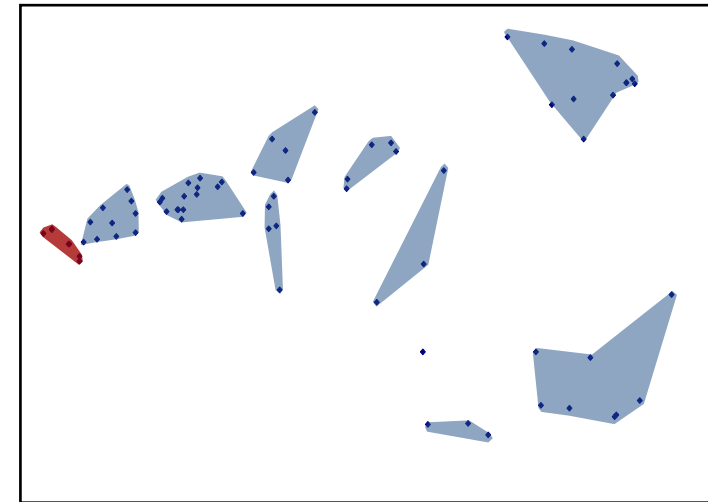
# Agenda

- **Welcome and Introductions**
- **Follow-up items from May 16 meeting**
- **OHR At-A-Glance**
- **Saving Plan**
- **Hiring Freeze**
- **Headline Measures**
- **Concept Mapping: Clusters without Related Measures**
  - Cluster A
  - Cluster B
  - Cluster C
  - Cluster D
  - Cluster E
  - Cluster H
  - Cluster K
- **Wrap-up**



# Cluster A: General Customer Service

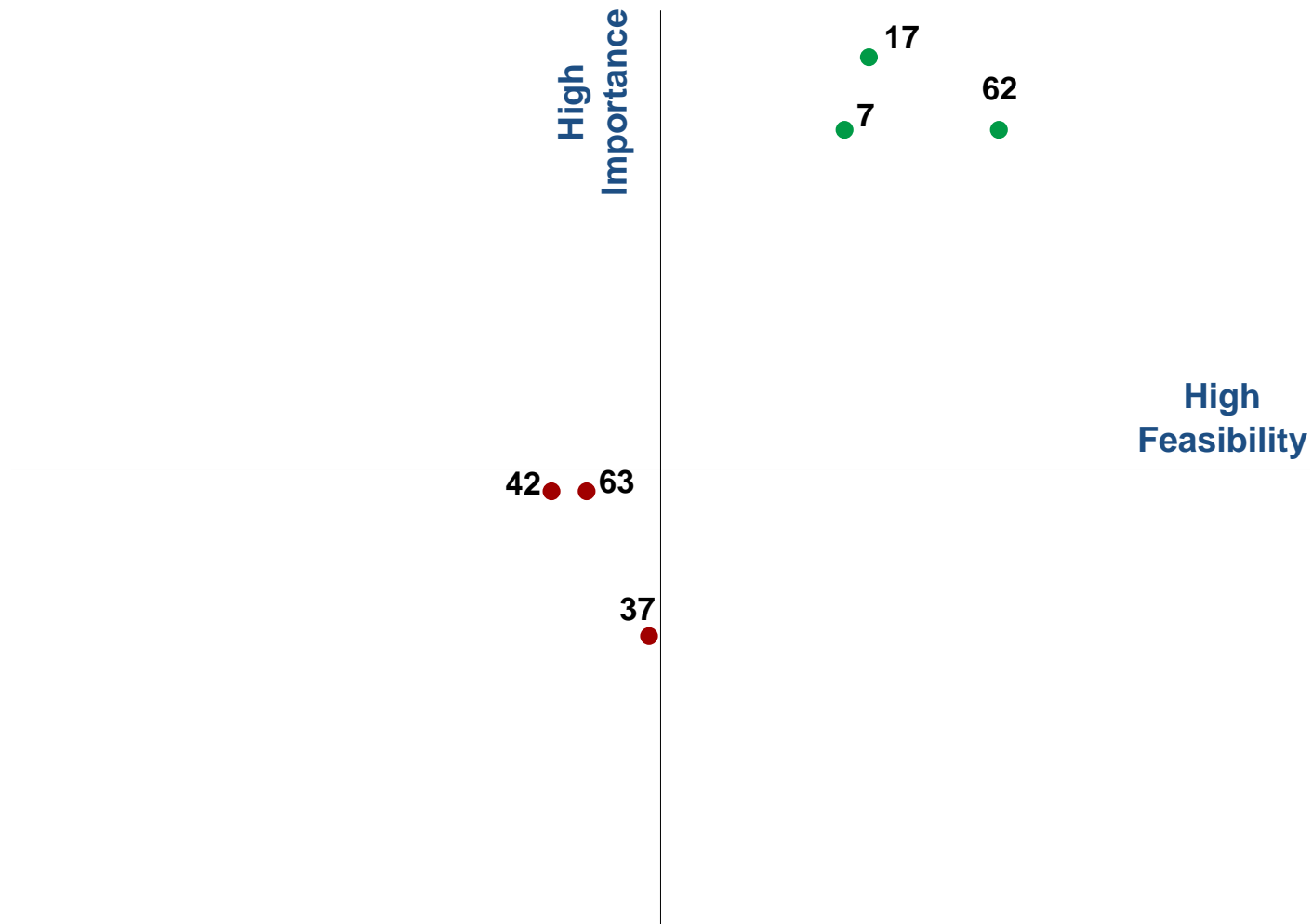
Variable #	Description
7	Respond consistently to all requests for information from departments
17	Provide correct answers to questions when asked
37	Have a human face to HR services
42	Be proactive by anticipating potential problems
62	Ensure that all calls are returned
63	Provide quicker live help
65	Be more responsive to requests



 = High importance and high feasibility



# Cluster A: General Customer Service



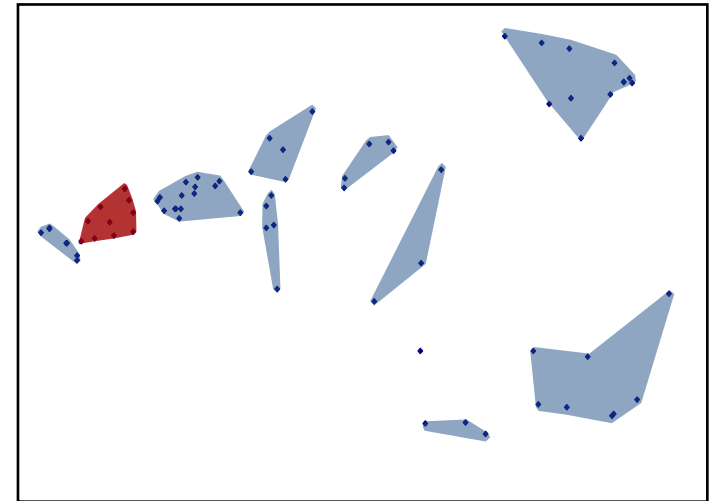
## Performance Measure Under Construction

- **OHR will examine the feasibility of instituting a call log to evaluate customer service**
  - This will likely take place after the replacement of its call routing system



## Cluster B: Relationship with Departments

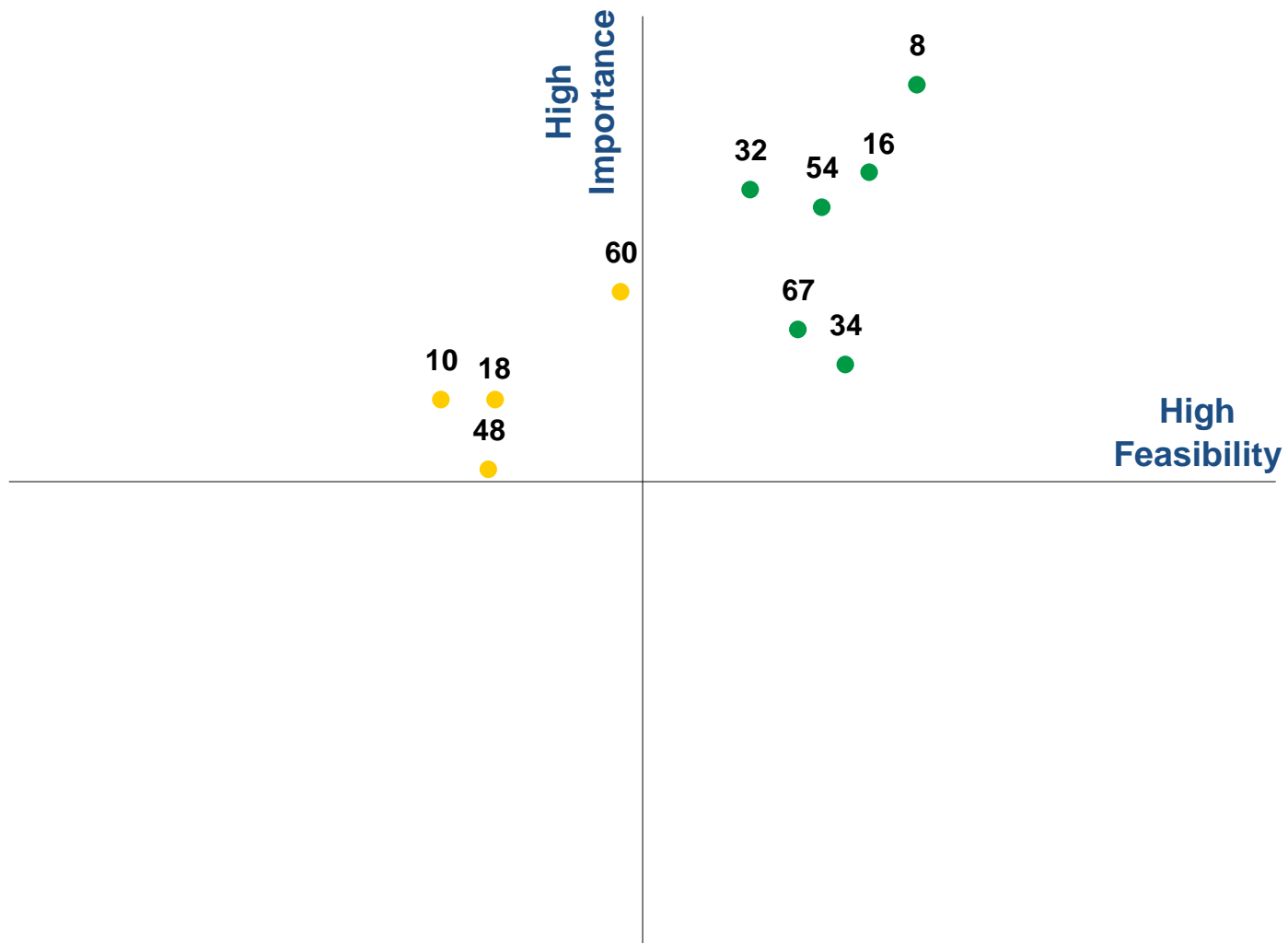
Variable #	Description
8	Give expert advice on interpretation of the personnel regulations, and other policies
10	Understand the business of each department
16	Create a strong culture of customer service
18	Provide periodic on-site meetings/work group with departments
32	Understand the department's needs.
34	Notify departments of OHR back up staff
48	Allow for input with a broad perspective into HR policies and procedures
54	Provide firm guiding interpretation on rules and regulations
60	Policy understanding needs to be exercised across department for clear and correct answers
67	Be nicer to County individuals and customers



 = High importance and high feasibility



## Cluster B: Relationship with Departments



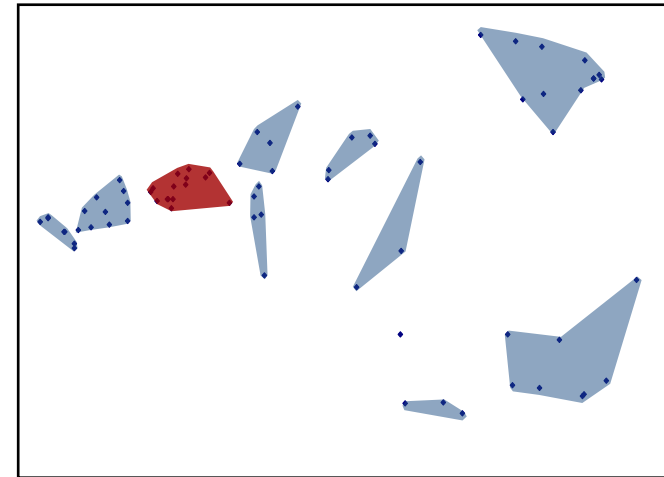
## Performance Measure Under Construction


- OHR plans to use the internal customer survey to annually evaluate its relationship with departments



# Cluster C: Internal Work Processes

Variable #	Description
5	Ensure process for confidentiality from OHR
6	Provide timely service to County employees and residents
15	Give clear direction when supervisors need to work out problems with subordinates.
19	Offer more customer service training for staff
20	Give expert advice on interpretation of the Union contracts
28	Allow for effective mediation
31	Support departments in disciplinary process
36	Support the Dept and management in labor relations issues
40	Serve as a role model for exemplary application of management principles
41	Treat customers and co-workers with sensitivity to diverse backgrounds and needs
43	Be a role model for following the HR rules
55	Ensure that entire OHR staff is familiar with entire HR operations
61	OHR should have a more experienced staff available
64	EEO needs to be more responsive
69	Assist departments in preparation of memos and letters sent to employees

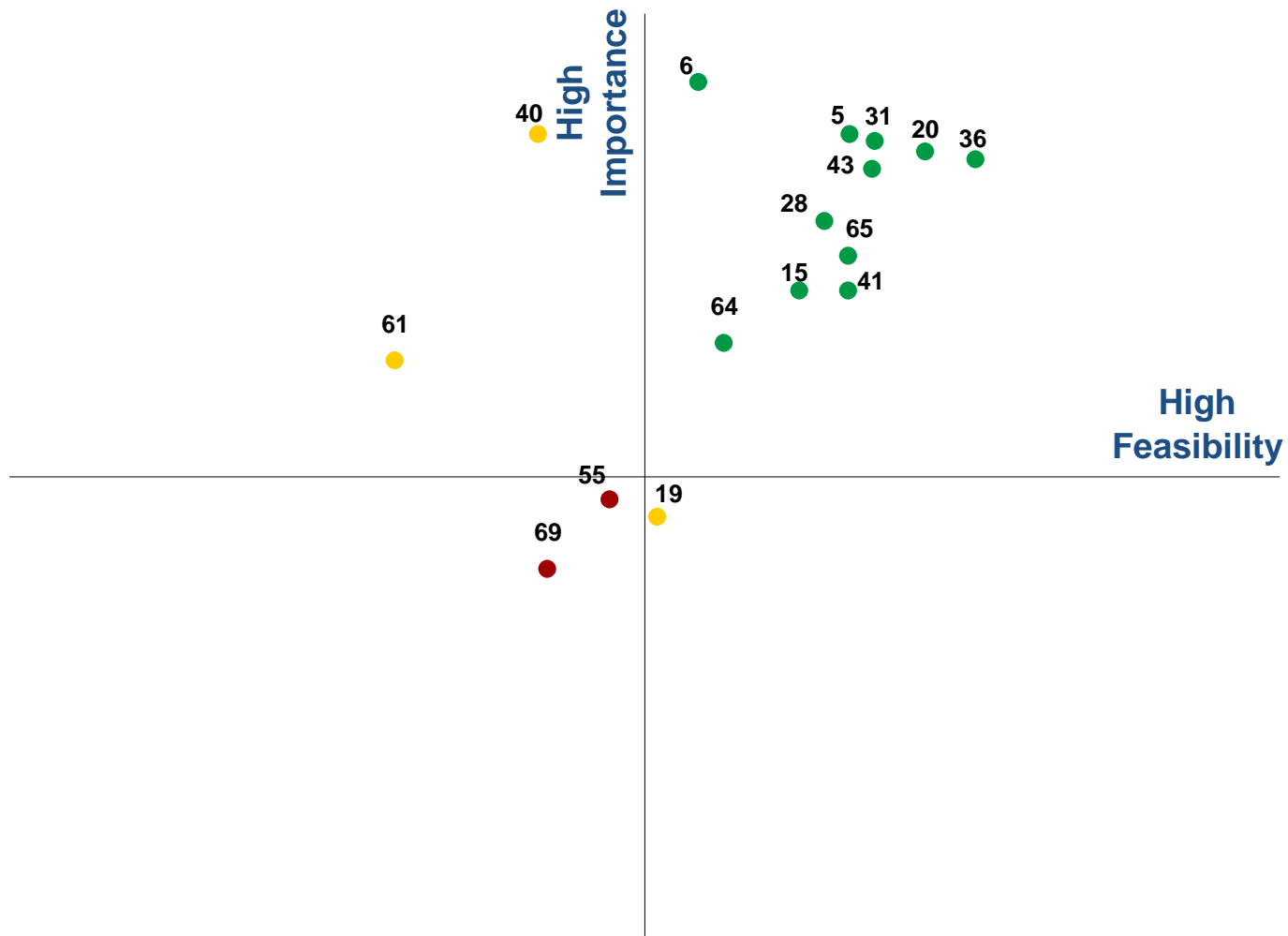


 = High importance and high feasibility





## Cluster C: Internal Work Processes



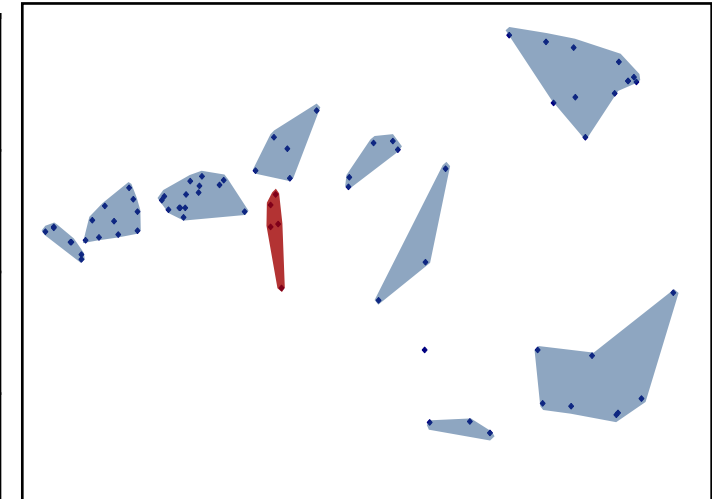
## Performance Measure Under Construction

- OHR will examine the feasibility of measuring its labor relations function



## Cluster E: Guidance and Best Practices

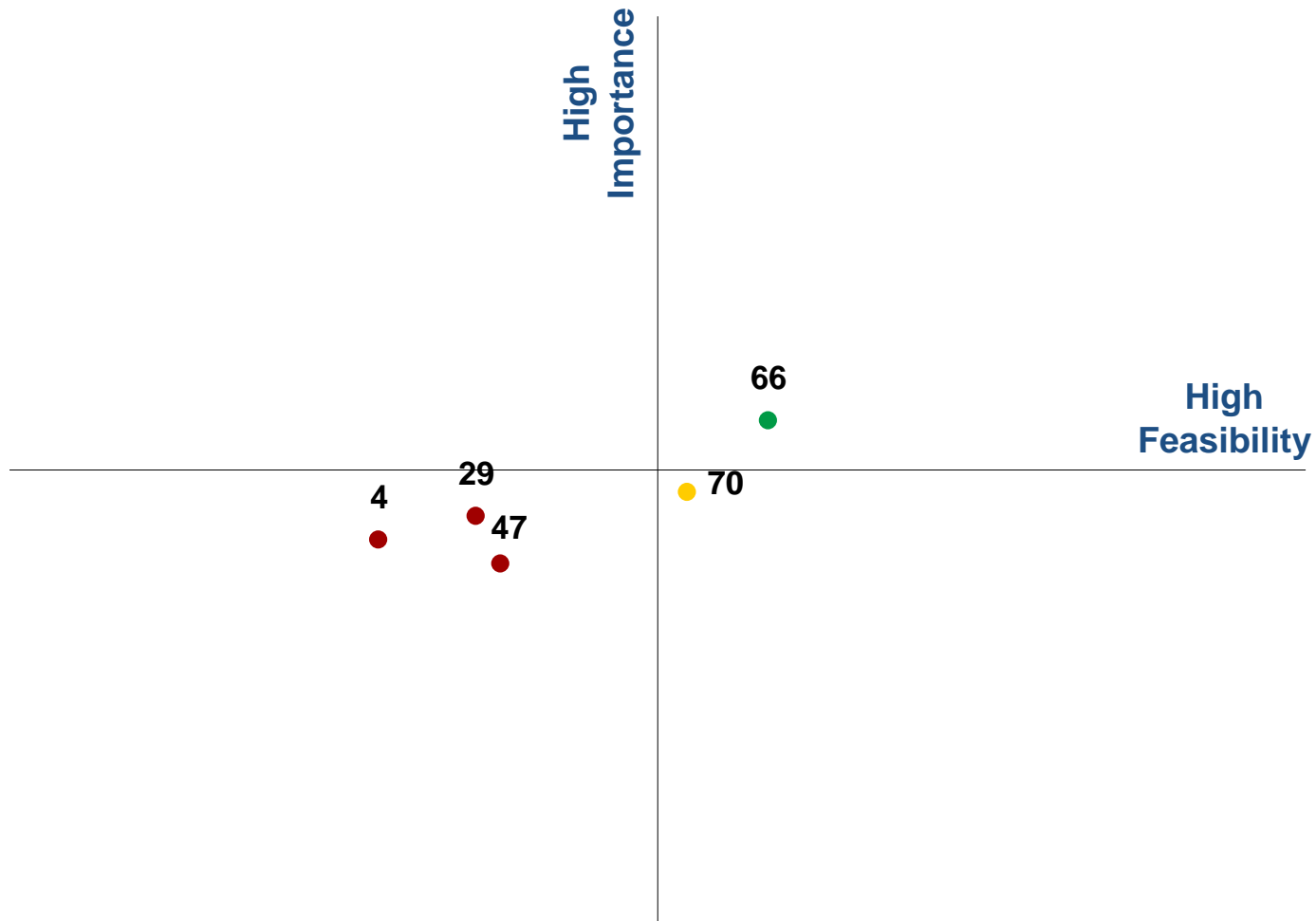
Variable #	Description
4	Give more personal attention to employees
29	Share best practices across departments
47	Update Human Resources Policies regularly to be consistent with best practices nationally
66	Provide better guidance when moving through OHR processes
70	Guide departments when creating position descriptions



 = High importance and high feasibility



# Cluster E: Guidance and Best Practices



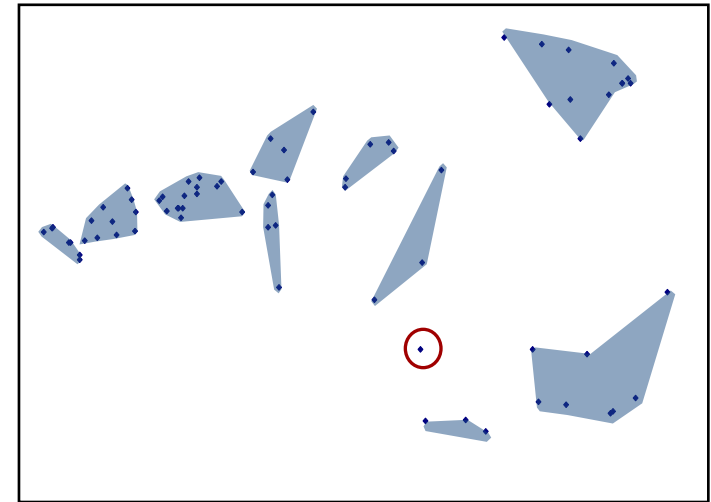
## Performance Measure Under Construction

- Because only 1 variable fell into the “High Importance” and “High Feasibility,” OHR will likely not develop a measure for this cluster



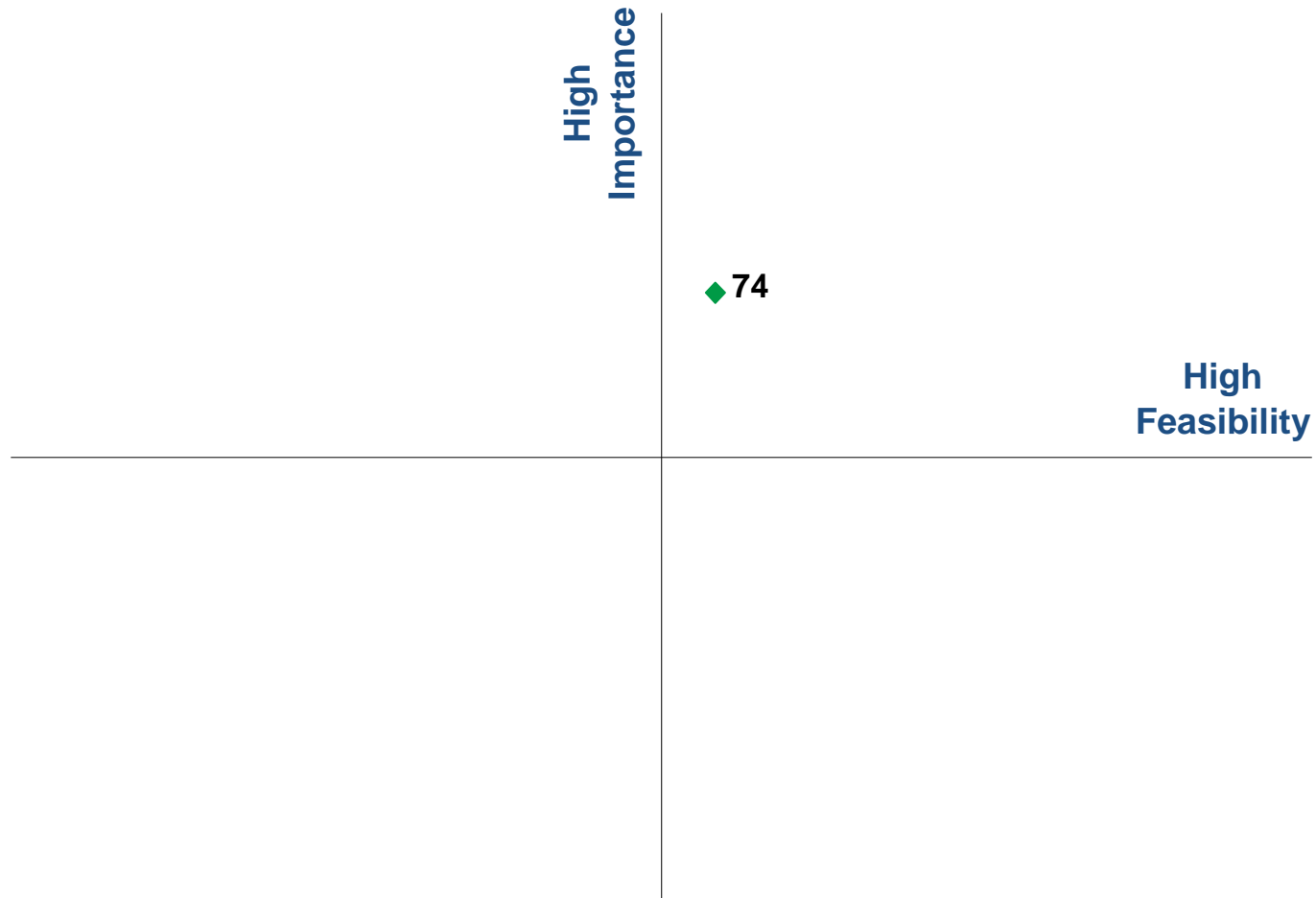
## Cluster H: Negotiating New Hire Salaries

Variable #	Description
74	Effectively negotiate new hire salaries



 = High importance and high feasibility

# Cluster H: Negotiating New Hire Salaries



## Performance Measure Under Construction

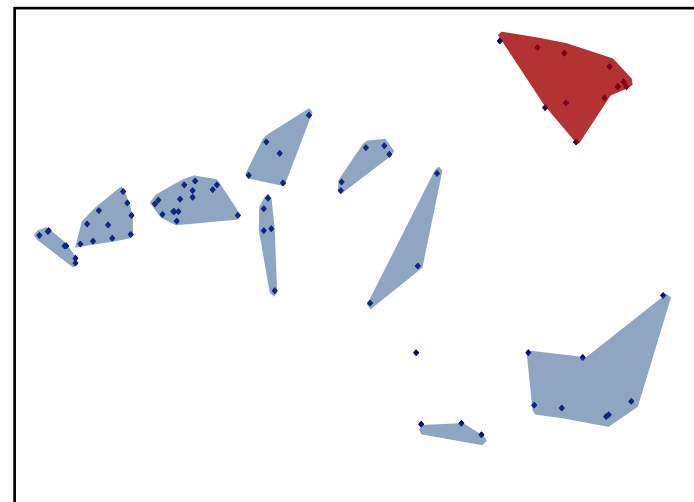
- Because this cluster contains only 1 variable, and is captured through other clusters, OHR will likely not develop a measure in this area





## Cluster K: Technical Issues

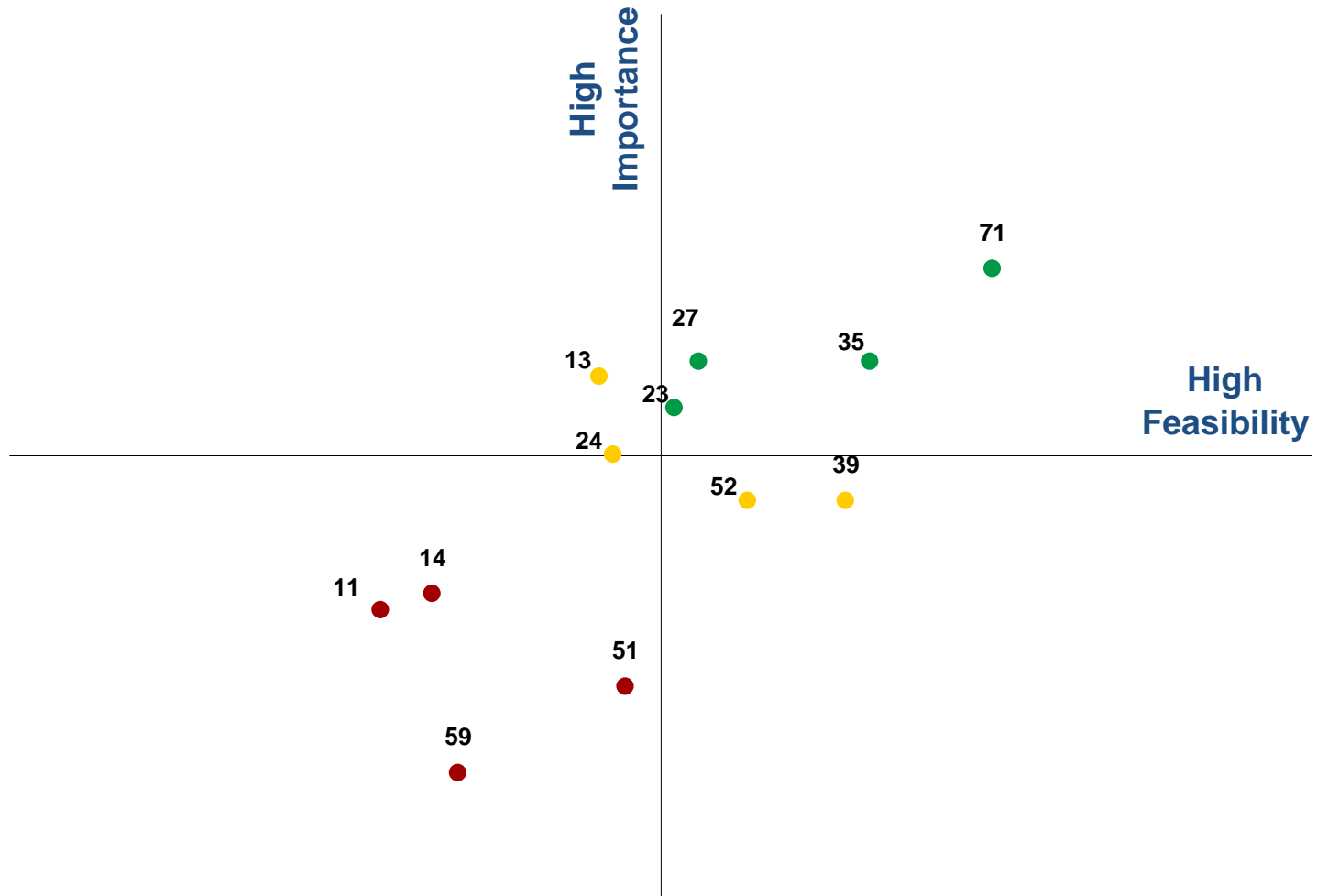
Variable #	Description
11	Provide efficient electronic PMP system
13	Have a PMP system that correctly matches supervisor with direct report
14	Allow for easy access to payroll info
23	Ensure that ePerform shows correct direct reports for all managers
24	Provide follow up, hands on training on e-performance
27	Make employee evaluations easy to conduct
35	Provide more accessible benefits information
39	Make improvements to its mechanisms for notifying employees about open enrollment
51	Make improvements to its mechanisms for notifying employees about flex benefits
52	PAF needs improvement
59	Make improvements to its mechanisms for notifying employees about the status of their accounts
71	Allow for easy access to training information



= High importance and high feasibility



# Cluster K: Technical Issues



## Performance Measure Under Construction

- As ERP develops, OHR will work to establish a measure for this cluster



# Develop Additional OHR Measures

In sum, OHR will

- **Discontinue 2 measures**
  - Average employee sick leave use
  - Percentage of separating employees satisfied with compensation and benefits
- **Revise 4 measures**
  - Employee turnover per year
  - Percentage of employees satisfied with OHR training
  - Number of job groups underutilized by minorities
  - Average satisfaction of departments with candidate pool
- **Plan to include 4 new measures**
  - Customer Service
  - Relationship with Departments
  - Internal Work Processes
  - Technical Issues



# Develop Additional OHR Measures

## Goals

- Examine variables in each cluster with a focus on those identified as both important and feasible
- Create agreement within the department around variables that, if addressed, would deliver improvement in services
- Develop measures that would demonstrate performance of identified services
- Collect and report data for analysis



## Wrap-Up

- **Confirmation of follow-up items**
- **Time frame for next meeting**

